DESCRIPTION: ACQUIRE SERVICES (JAN 2006): The purpose of this solicitation is to acquire services complying with the enclosed description and or specifications.

USING GOVERNMENTAL UNIT: Lowcountry Council of Governments (LCOG) Fiscal Agent for the Lowcountry Workforce Board (LWB)

Sabrena Graham, Executive Director Lowcountry Council of Governments

The Term "Offer" Means Your "Bid" or "Proposal". Unless submitted on-line, your offer must be submitted in a sealed package. Solicitation Number & Opening Date must appear on package exterior. See "Submitting Your Offer" provision.

SUBMIT YOUR SEALED OFFER TO EITHER OF THE FOLLOWING ADDRESSES:

MAILING ADDRESS: Lowcountry Council of Governments Post Office Box 98 Yemassee, South Carolina 29945-0098

PHYSICAL ADDRESS: Lowcountry Council of Governments 634 Campground Road Yemassee, South Carolina 29945

SUBMIT OFFER BY (Opening Date/Time) May 3, 2023 / 1:00 pm (EST) (See "Requirements" provisions)

QUESTIONS MUST BE RECEIVED BY April 7, 2023 / 5:00 pm (EST) (See "Requirements" provisions)

NUMBER OF COPIES TO BE SUBMITTED: 1 original and 7 hard copies; (1 Redacted Copy-if applicable)

CONFERENCE TYPE: Pre-Proposal (Non-Mandatory)

DATE & TIME: April 12, 2023 1:00 pm (EST)

LOCATION: 634 Campground Road Yemassee, SC 29945, Virtual attendance log-in will be sent upon request. (see "Requirements")

AWARD & AMENDMENTS Award will be posted on May 24, 2023. The award, this solicitation, any amendments, and any related notices will be posted at the PHYSICAL ADDRESS listed above and may be posted at http://www.lowcountrycog.org

You must submit a signed copy of this form with Your Offer. By submitting a Proposal or proposal, You agree to be bound by the terms of the Solicitation. You agree to hold Your Offer open for a minimum of one hundred (100) calendar days after the Opening Date. (See "Signing Your Offer" and "Electronic Signature" provisions.)

NAME OF PROPOSER Ross Innovative Employment Solutions

(full legal name of business submitting the offer)

Any award issued will be issued to, and the contract will be formed with, the entity identified as the Proposer. The entity named as the Proposer must be a single and distinct legal entity. Do not use the name of a branch office or a division of a larger entity if the branch or division is not a separate legal entity, i.e., a separate corporation, partnership, sole proprietorship, etc.

AUTHORIZED SIGNATURE (BLUE ink only)

(Tell person authorized to submit binding offer to contract on behalf of Proposer.)

TAXPAYER IDENTIFICATION NO. 47-4926893

(See "Taxpayer Identification Number" provision)

STATE VENDOR NO. 105314357

(Register to Obtain S.C. Vendor No. at www.provvendor.sc.gov)

PRINTED NAME Shawn Brenner

(printed name of person signing above)

DATE SIGNED 4/28/23

STATE OF INCORPORATION Delaware

(If you are a corporation, identify the state of incorporation.)

PROPOSER'S TYPE OF ENTITY: (Check one) (See "Signing Your Offer" provision.)

X Corporate entity (not tax-exempt)   Partnership   Other

Corporation (tax-exempt)   Government entity (federal, state, or local)
<table>
<thead>
<tr>
<th>HOME OFFICE ADDRESS</th>
<th>NOTICE ADDRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>301 Orchard Street, Suite 2</td>
<td>301 Orchard Street, Suite 2</td>
</tr>
<tr>
<td>Saint Clair, MI 48079</td>
<td>Saint Clair, MI 48079</td>
</tr>
</tbody>
</table>

**PAYMENT ADDRESS** *(Address to which payments will be sent.)* *(See "Payment" clause)*

**ORDER ADDRESS** *(Address to which purchase orders will be sent)* *(See "Purchase Orders and "Contract Documents" clauses)*

| X Payment Address same as Home Office Address | X Order Address same as Home Office Address |
| Payment Address same as Notice Address (check only one) | Order Address same as Notice Address (check only one) |

**ACKNOWLEDGMENT OF AMENDMENTS**
A Proposer acknowledges receipt of amendments by indicating amendment number and its date of issue. *(See "Amendments to Solicitation" Provision)*

<table>
<thead>
<tr>
<th>Amendment No.</th>
<th>Amendment Issue Date</th>
<th>Amendment No.</th>
<th>Amendment Issue Date</th>
<th>Amendment No.</th>
<th>Amendment Issue Date</th>
<th>Amendment No.</th>
<th>Amendment Issue Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Quote/Proposal:** $774,500

**Type of Contract:**

- X Cost Reimbursement
- Fixed Price-Performance Based

End of PAGE TWO

By submitting Your Proposal or Proposal, You are offering to enter into a contract with the Using Governmental Unit(s). Without further action by either party, a binding contract shall result upon final award. Any award issued will be issued to, and the contract will be formed with, the entity identified as the Proposer on the Cover Page.
Following Forms are included in order following narrative response package:

- Active Participant Chart
- Annual Participants Served Chart
- Participant Training Chart
- Youth Work Based Learning Chart
- One-Stop Operations Performance Chart
- Historical Performance Data Chart
- Organizational Information and Certifications
- Schedule A
- Assurances
- Debarment and Suspension Certification
- Lobbying Certification
- Certification of a Drug-Free Workplace
- Certification of Legal Authority of Grantee and Signatory
- Request for Funds Signatory Authorization
- W-9
- Budget Package
A. Executive Summary (5-page limit)

Ross Innovative Employment Solutions (Ross) proposes to provide One-Stop Operator, WIOA Adult and Dislocated Worker, and Youth deliverables. We have been a successful provider of these services within the Lowcountry Local Area since 2019. A few areas of accomplishments include:

- We have met or exceeded all performance areas.
- For our PY22 WIOA monitoring last year we had great results and feedback. There were no financial issues reported and no issues with confidential information in the files.
- Staff have gained numerous partnerships and relationships with businesses.
- We recently had a 3rd Qtr. Data Integrity check for Adult Training Completions where we are expected to be at 80%.
- We continue to provide ongoing trainings and Ross webinars for staff that allow us to be well-versed in services we provide the best services to our participants.
- Ross has an overall excellent success rate with participants, especially in the areas of training completion and employment gains.

Our goal is to continue to advance the economic well-being in the Lowcountry operating area by developing and maintaining a quality workforce and a strong business focus. Our basic program approach for WIOA services is to deliver, manage and coordinate quality services to job seeker and employer customers with a high level of accountability, cost-efficiency, and innovation.

Ross has operated workforce programs for over 25 years, and over 50 years of education and training programs. We are registered under the State of South Carolina Department of Revenue, #105314357. We possess a Certificate of Authority to Transact Business in the State of South Carolina. We also operate WIOA Adult, Dislocated Worker, Youth and One-Stop Operator programs under the Waccamaw Regional Council of Governments and Berkley-Charleston-Dorchester Council of Governments in South Carolina.

Ross will continue to support the Lowcountry Workforce Area local plan to “develop, align and integrate local area service delivery strategies” through our increased partnership and collaboration within the local area and partnerships with our regional areas, increased access to resources and services to benefit our customers, partners and employers, as well as innovative ways to effectively cost share and optimize resources within the local area.

As the current provider of services, we have a clear understanding the challenges, needs and goals of the local area. Our management of the SC Works Services will build upon the Lowcountry area’s values that embrace quality, opportunity, productivity and competitiveness. Our leadership approach ensures a commitment to and an understanding of customer service, continuous improvement, and high performance. Our goal will focus on critical workforce, economic, and educational/training challenges and opportunities to support a skilled workforce that meets the needs of businesses and strengthens the local Lowcountry area economy to compete globally.
1. Description of Proposed Project

If selected to continue our services as the One-Stop, WIOA Adult/DW and Youth service provider in the Lowcountry SC Works Service area, we will deliver a wide range of services and products to connect customers with jobs. Our service delivery systems will provide an integrated continuum of customer service which will result in:

- A career development system that will prepare workers to meet employer expectations through the provision of intensive services and training services supported by quality assessment, job readiness, job development, and job placement services;
- Strong collaboration and streamlining of services between partner and community service agencies, the SC Works Centers, and employers to develop an understanding of the needs of the job seeker and employer community while concurrently identifying and addressing major skill gaps among the business community;
- As a One-Stop Operator, we will provide a model of integrated management of the One-Stop System through a partnership of cost-sharing, coordination and collaboration;
- Working with employers to bridge the skills gap through development of training, work experience and work with outside training providers to develop curriculums for specialized job functions; and
- Engaging in partner development to provide additional options to customers obtaining positions in high-skilled fields.

As we have been meeting or exceeding our performance measures in the area, we will meet the 2023 performance goals:

Adults:
- Employment Rate 2nd Quarter after exit - 75%
- Employment Rate 4th Quarter after exit - 74%
- Median Earnings 2nd Quarter after exit - $5,650
- Credential Attainment Rate - 74.6%
- Measurable Skills Gain 55.2%

Dislocated Workers:
- Employment Rate 2nd Quarter after exit – 78%
- Employment Rate 4th Quarter after exit – 69%
- Median Earnings 2nd Quarter after exit – $7,470
- Credential Attainment Rate – 76.7%
- Measurable Skills Gain 63.6%

Youth:
- Employment Rate 2nd Q after exit – 77.6%
- Employment Rate 4th Q after exit – 71%
- Credential Attainment Rate – 67%
• Youth Median Earnings 2nd Quarter After Exit $3,600
• Measurable Skills Gain 53.9%

2. Target Population and Geographical Area to be Served
Our target population is wide-reaching, covering all groups who are facing barriers to employment. This includes individuals with disabilities, homeless individuals, ex-offenders, and those who are English language learners or have low literacy levels. We also aim to provide services to veterans, unemployed workers and youth, as well as single parents, farmworkers, and those on the Temporary Assistance for Needy Families program. Our goal is to ensure that everyone has access to the same opportunities and can benefit from our services.

According to SC DEW February 2023 statistics, unemployment rates were fairly low within our geographical service areas, Beaufort, Colleton, Hampton and Jasper Counties. Beaufort had an unemployment rate of 3.4%; Jasper 3.4%, Hampton 3.6% and Colleton 4.1%. There was a total of 4,313 unemployed individuals, with 5,480 job openings. We will provide outreach to those who are not seeking out services but have the ability to join the labor force to fill employer vacancies for skilled trades, or those who are underemployed. This includes reaching out to the growing Hispanic population in Beaufort and Jasper Counties.

3. Target Active Caseloads by Staff and Location with Benchmarks and Actions
We will provide WIOA One-Stop Operator, Adult, Dislocated Worker and Youth Services in the counties of Beaufort, Colleton, Hampton and Jasper. With our projected carry-in participants, our goal is to serve 200 Adults, 25 Dislocated Workers and 40 Youth. Listed below are 2023 new participant goals by staff position and location of active participants. Those who exit the program will be assigned to the following staff to have a target caseload of 50 participants:

<table>
<thead>
<tr>
<th>Staff Person</th>
<th>Location</th>
<th>Adult</th>
<th>Dislocated Worker</th>
<th>Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latavia Gadson</td>
<td>Colleton</td>
<td>48</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>Traneice Jenkins</td>
<td>Beaufort</td>
<td>85</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Kelly Wright</td>
<td>Beaufort</td>
<td>21</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Shelia Bovain</td>
<td>Hampton</td>
<td>23</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Quin'Nett Williams</td>
<td>Hampton</td>
<td>23</td>
<td>2</td>
<td>7</td>
</tr>
</tbody>
</table>

Program enrollment goals are monitored on a regular basis. This is followed up with weekly management conference calls to discuss enrollments and other performance. Weekly required reports also trigger action if we are below performance. During performance reviews, the Lowcountry Ross Project Director will discuss any deficiencies or challenges with the senior management team. Feedback, suggestions and action items are provided to assist with intended results. Those items are followed up with weekly until goals are achieved. A corrective action plan may also be required by senior management, who follow up the on the progress and success of each goal.
4. Past Experience and Results

Our 29 years of workforce program experience has included CETA, JTPA, WIA/WIOA, Youth, TANF, SNAP, Prisoner Re-entry, Partnership for Adult Learning, and a variety of state workforce initiatives. We currently provide workforce services in nine states (Arizona, Georgia, Michigan, North Carolina, South Carolina, Tennessee, Virginia, West Virginia and Wisconsin), in rural and urban areas. We have gained national recognition within our rural and special populations service areas as they provide even further opportunities for innovation, new partnerships and change.

Within the Lowcountry operating area, we are meeting and exceeding all rolling performance measures for Adult, Dislocated Worker and Youth:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Adult % of Goal</th>
<th>DW % of Goal</th>
<th>Youth % of Goal</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate Q2</td>
<td>110.7%</td>
<td>99.0%</td>
<td>97.6%</td>
<td>102.4%</td>
</tr>
<tr>
<td>Employment Rate Q4</td>
<td>97.2%</td>
<td>110.9%</td>
<td>102.1%</td>
<td>103.4%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>120.4%</td>
<td>97.5%</td>
<td>111.5%</td>
<td>109.8%</td>
</tr>
<tr>
<td>Credential Rate</td>
<td>123.5%</td>
<td>111.7%</td>
<td>125.3%</td>
<td>120.2%</td>
</tr>
<tr>
<td>Measurable Skills Gains</td>
<td>119.6%</td>
<td>120.9%</td>
<td>123.7%</td>
<td>121.4%</td>
</tr>
</tbody>
</table>

Our organization's goal is to assist Adult and Dislocated Workers and Youth with developing skills that are required to become career-ready and quickly employed. As leaders in workforce development, we provide a hybrid model of (in-person and virtual) services as a way of delivering a seamless service and staying connected to adults and young people in our workforce area. Our first step is to build lasting positive relationships with each participant. Through exceptional service, our participants become successful by finding the career that best suits them. To be career-ready, we assist them with discovering key attributes about their career interest and identify skills and experience needed to gain entry to higher education, vocational and technical training, career guidance, and Labor Market Information.

Since our staff are local and embedded in the community, we can address the needs of our customers in the area. Our Ross team strives to connect each participant to the resources needed to find employment along their career path through our service delivery model, from the welcome function, skill development, employment and employer services. Our staff has assisted each participant with creating an SC Works profile and collaborated with the participant to build a resume based on past work experience and education. Our team further assisted participants by providing them with job search, interview techniques, and job referrals.

We have coordinated services with other community entities and programs within every WIOA operating area, including Wagner-Peyser, Veteran's Services, Adult Education, Youth Services, National Farmworker Jobs Programs (NFJP)/Migrant and Seasonal Farmworker Programs, Indian
and Native American Programs, YouthBuild, and Vocational Rehabilitation. Within Lowcountry, we have developed strong partnerships with SC Department of Employment and Workforce, Unemployment Insurance, Trade Adjustment Assistance Migrant Seasonal Farm Workers, Veteran’s Programs, Technical College of Lowcountry, SC Department of Vocational Rehabilitation, Adult Education and Literacy, Experience Works, Beaufort-Jasper Economic Opportunity Commission, Lowcountry Community Action Agency, Department of Social Services and Palmetto Goodwill.

Ross oversees and meets with managers from mandated and non-mandated partners with a focus on developing and improving Standard Operating Procedures, sharing of information, and review of strategic planning for meeting performance outcomes.

Partner collaboration is critical to the evaluation of resources provided. Our total approach leverages strategies that produce results, and links existing resources and relationships that our partners bring to the table to provide in-kind contributions and supports. Once a resource is provided, it must be documented in SCWOS so all partners will have access to detailed case notes and not duplicate a service. Resource Sharing Agreements are also developed during regular meetings with the partners, and also as we develop new partners. These agreements can include multiple partners in the assistance of case management service coordination, assessment, job placement, or the sharing of space or equipment.

In coordination with our other WIOA required partners, we will use a collaborative approach in developing additional partners to address the identified needs of the target population. Partnership and utilization of local resources will assist SC Works Career Center customers to achieve higher education and training goals. For example, in every Ross service area, we partner with local community colleges and universities who provide training programs, discounted tuition, and information/workshops to our customers. With the WIOA partners, we will work with local government and partner programs to leverage additional funding and educational resources.
B. Administrative, Fiscal and Management Capability (15-page limit)

1. **Description of the Proposer**

Legal organizational name: Ross Innovative Employment Solutions Corp.

Legal status and authority to conduct business in South Carolina: Ross is incorporated in the State of Delaware. We are registered under the State of South Carolina Department of Revenue, #105314357 under our address of 200A Victory Lane, Conway, SC 29526-8650. We possess a Certificate of Authority to Transact Business in the State of South Carolina.

Organization's Mission and Vision Statements: Our mission compliments the goals of LWB, as we “partner with state and local agencies to design and implement innovative job readiness, job placement, and career training programs to address the needs of specific target groups”.

ROSS Innovative Employment Solutions

Workforce development services for local workforce boards, employers and job seekers.

ROSS Innovative Employment Solutions

Is a progressive leader in Workforce Development. With a clear, shared vision, we empower our staff and customers to achieve their full potential.

SHAPING TOMORROW’S WORKFORCE TODAY

Our visionary leadership presents a challenge that calls forth the best in people and brings them together around a shared sense of purpose. Our transformational leadership style enables us to be innovators and change agents, seeing the big picture and thinking strategically.

Ross’ philosophy as an Adult and Dislocated Worker, Youth and One-Stop provider is to deliver a high-quality universal design for all of the deliverables and advance the economic well-being within the Lowcountry workforce area. Our program approach for WIOA Services is to provide career system leadership, career coaching and other supports to guide customers toward qualifying for business’ needs and to reach their individual goals. Our mission compliments the goals of Lowcountry WDB for a “complete workforce system that will provide comprehensive and individualized services for the holistic development of an individual’s needs”, as we partner with state and local agencies to design and implement innovative job readiness, job placement, and career training programs to address the needs of specific target groups. This is also exemplified in our Core Values. It is our belief that if a Ross staff member embraces and utilizes the Core Values our customers will be assured of receiving a high level of customer service and career building services to assist them in accomplishing their employment goals.
Size of the proposing organization (total number of employees): Ross has 235 employees in nine states.

Names, titles of senior organization management:
Shawn Brenner, Chief Executive Officer
Brenda Motley-Aikens, Vice President/EO Officer
Lynn Fournier, Vice President of Contracts Management
Tanya Stuef, Vice President of Finance
Debbie Walters, Vice President of Human Resources
Jeff Andresen, IT Systems Manager
Jody Buchholz, Regional Director

Number of years in operation: We have operated 29 years of workforce development programs, over 50 years of education and training programs.

Experience. National, sub-national regional, or state geographic distribution of the Proposer’s current professional service delivery sites:
Ross has managed government programs for over 25 years and has managed TANF and WIA/WIOA programs since their inception. Ross Innovative Employment Solutions Corp. started providing workforce development services in 1994, however our origins began in 1969 with Youth tutoring services and medical assistant training.

In working with Workforce Investment Act (WIA) Career Centers, Ross was selected as one of the initial operators of a demonstration “One-Stop” in Savannah, Georgia under the JTPA One-Stop demonstration grant effort. This One-Stop incorporated all mandated partners, as well as a number of additional partner agencies, and all local workforce development funding (including welfare reform) into a single One-Stop operation. This project was cited by the United States Department of Labor as a national model for effective implementation of the One-Stop services system and partner integration.

Since that first One-Stop Center in Savannah, we have been provided the opportunity to showcase our efforts, successes and best practices across the country. We currently operate workforce programs in Arizona, Michigan, West Virginia, Virginia, Wisconsin, Georgia, Tennessee, North Carolina and South Carolina. We are the currently operating in three workforce areas in South Carolina. Ross is currently meeting all contractual requirements, including One-Stop Certification. Listed below is a summary of our locations:

<table>
<thead>
<tr>
<th>Workforce Board</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Region Workforce Partnership-Virginia</td>
<td>WIOA Youth</td>
</tr>
<tr>
<td>Coastal Workforce Services-Georgia</td>
<td>Case Management Services, WIOA Youth</td>
</tr>
<tr>
<td>Detroit Employment Solutions Corporation-Michigan</td>
<td>TANF, FAE &amp; T, FAE &amp; T Plus, WIOA Adult, Dislocated Worker</td>
</tr>
<tr>
<td>Organization</td>
<td>Services Offered</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Lowcountry Council of Governments</td>
<td>WIOA Adult, Dislocated Worker and Youth</td>
</tr>
<tr>
<td>Trident Workforce Development Board-South Carolina</td>
<td>One-Stop Operator, WIOA Adult, Dislocated Worker and Youth</td>
</tr>
<tr>
<td>Region 1 West Virginia</td>
<td>One-Stop Operator, WIOA Youth and Special Projects</td>
</tr>
<tr>
<td>Waccamaw Workforce Investment Board-South Carolina</td>
<td>One-Stop Operator, WIOA Adult, Dislocated Worker, DW Rapid Response</td>
</tr>
<tr>
<td>West Piedmont Workforce Development Board-Virginia</td>
<td>One-Stop Operator, WIOA Adult, Dislocated Worker, TANF Initiative, Harvest Grant</td>
</tr>
<tr>
<td>Western Piedmont Workforce Development Board-North North Carolina</td>
<td>WIOA Adult, Dislocated Worker, Youth</td>
</tr>
<tr>
<td>Workforce Midsouth-Tennessee</td>
<td>One-Stop Operator</td>
</tr>
<tr>
<td>Workforce Development Board Mid-Ohio Valley-West Virginia</td>
<td>One-Stop Operator, WIOA Adult, Dislocated Worker</td>
</tr>
<tr>
<td>Wisconsin Department of Children and Families-Wisconsin</td>
<td>Eligibility, business services and service delivery of the Wisconsin Works (W-2)</td>
</tr>
<tr>
<td>Yuma County PIC-Arizona</td>
<td>Adult and Dislocated Worker Services</td>
</tr>
</tbody>
</table>

**WIOA Experience:** Ross has operated workforce programs continuously since 1994. Current programs are detailed on the chart above. Through our SC Works operations and multiple other Career Center programs, we have been provided the opportunity to showcase our efforts, successes, and best practices across the country. As a national provider, Ross brings a broader perspective to our operating regions. We have developed, measured, tested, and continually refined our systems and processes which have proven to be successful with diverse populations across the country. Process and quality improvement is delivered through our training approach with the purpose of increasing communication, streamlining services and relationship building. We have experience in providing coordinated services in a variety of multi-partner programs and work with many local partners.

**Data Outcomes:** In the past year, we have enrolled over 8,000 job seekers. We supported almost 3,000 people with disabilities. All 2nd Quarter and 4th Quarter Employment averages at 90-95%. We also meet our TANF employment goals each year of over 1000 participants placed in jobs. Listed below details customer service levels and performance metrics for the last contract year.
## Adult and Dislocated Worker Programs

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurement Description</strong></td>
<td><strong>Actual Performance</strong></td>
<td><strong>Actual Performance</strong></td>
<td><strong>Actual Performance</strong></td>
<td><strong>Actual Performance</strong></td>
<td><strong>Actual Performance</strong></td>
<td><strong>Actual Performance</strong></td>
<td><strong>Actual Performance</strong></td>
</tr>
<tr>
<td>WIOA- adult</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of customers served</td>
<td>246</td>
<td>368</td>
<td>1621*</td>
<td>179</td>
<td>9,031</td>
<td>304</td>
<td>435</td>
</tr>
<tr>
<td>Number of enrollments</td>
<td>217</td>
<td>164</td>
<td>80</td>
<td>129</td>
<td>113</td>
<td>201</td>
<td>257</td>
</tr>
<tr>
<td>Number of employers served</td>
<td>NA</td>
<td>332</td>
<td>NA</td>
<td>225</td>
<td>51</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Number entered into unsubsidized employment</td>
<td>48</td>
<td>79</td>
<td>61</td>
<td>56</td>
<td>80</td>
<td>44</td>
<td>146</td>
</tr>
<tr>
<td>6 month Retention in unsubsidized employment</td>
<td>92.00%</td>
<td>unavailable</td>
<td>92.00%</td>
<td>86.92%</td>
<td>83.50%</td>
<td>65.75%</td>
<td>80.20%</td>
</tr>
<tr>
<td>12 month Retention in unsubsidized employment</td>
<td>3%</td>
<td>unavailable</td>
<td>82%</td>
<td>85%</td>
<td>80%</td>
<td>59%</td>
<td>87%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$ 20.01</td>
<td>$7,504.32</td>
<td>$ 7,596.00</td>
<td>$ 8,353.94</td>
<td>N/A</td>
<td>$ 5,622</td>
<td>$ 7,298.00</td>
</tr>
<tr>
<td>Training Completers</td>
<td>37</td>
<td>154</td>
<td>61</td>
<td>91</td>
<td>71</td>
<td>59</td>
<td>105</td>
</tr>
<tr>
<td>Credential rate</td>
<td>45%</td>
<td>66%</td>
<td>92%</td>
<td>82%</td>
<td>60%</td>
<td>88%</td>
<td>56.10%</td>
</tr>
<tr>
<td>Measurable skills gain</td>
<td>57.6%</td>
<td>45.00%</td>
<td>41.00%</td>
<td>76.97%</td>
<td>76.20%</td>
<td>32.40%</td>
<td>61.00%</td>
</tr>
<tr>
<td>WIOA- Dislocated Worker</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of customers served</td>
<td>33</td>
<td>118</td>
<td>1621*</td>
<td>31</td>
<td>9,031</td>
<td>53</td>
<td>45</td>
</tr>
<tr>
<td>Number of enrollments</td>
<td>27</td>
<td>46</td>
<td>67</td>
<td>12</td>
<td>18</td>
<td>53</td>
<td>16</td>
</tr>
<tr>
<td>Number of employers served</td>
<td>NA</td>
<td>332</td>
<td>NA</td>
<td>225</td>
<td>51</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Number entered into unsubsidized employment</td>
<td>6</td>
<td>38</td>
<td>48</td>
<td>9</td>
<td>30</td>
<td>11</td>
<td>30</td>
</tr>
<tr>
<td>6 month Retention in unsubsidized employment</td>
<td>33%</td>
<td>unavailable</td>
<td>92%</td>
<td>79%</td>
<td>80%</td>
<td>100%</td>
<td>88%</td>
</tr>
<tr>
<td>12 month Retention in unsubsidized employment</td>
<td>16.6%</td>
<td>unavailable</td>
<td>81.00%</td>
<td>70.00%</td>
<td>88.90%</td>
<td>100.00%</td>
<td>86.40%</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>$ 16.25</td>
<td>$9,880.00</td>
<td>$ 12,051.00</td>
<td>$ 7,910.30</td>
<td>N/A</td>
<td>$16,967</td>
<td>$ 9,843.00</td>
</tr>
<tr>
<td>Training Completers</td>
<td>3</td>
<td>57</td>
<td>48</td>
<td>12</td>
<td>25</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Credential rate</td>
<td>27%</td>
<td>68%</td>
<td>92%</td>
<td>76%</td>
<td>66%</td>
<td>100%</td>
<td>71.40%</td>
</tr>
<tr>
<td>Measurable skills gain</td>
<td>22.20%</td>
<td>60.00%</td>
<td>46.00%</td>
<td>80.77%</td>
<td>93.30%</td>
<td>40.00%</td>
<td>66.70%</td>
</tr>
</tbody>
</table>

## Youth Programs

<table>
<thead>
<tr>
<th>2021-2022 WIOA Youth Performance</th>
<th>Capital Region (NA)</th>
<th>Central Worksource Georgia</th>
<th>West Plemont (NA)</th>
<th>Western Plemont (MC)</th>
<th>Region 1 (SW)</th>
<th>Waccamaw (MB)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurement Description</strong></td>
<td><strong>OS Youth</strong></td>
<td><strong>IS Youth</strong></td>
<td><strong>OS Youth</strong></td>
<td><strong>IS Youth</strong></td>
<td><strong>OS Youth</strong></td>
<td><strong>IS Youth</strong></td>
</tr>
<tr>
<td>Number of Youth Served</td>
<td>213</td>
<td>74</td>
<td>204</td>
<td>18</td>
<td>249</td>
<td>29</td>
</tr>
<tr>
<td>Credential Attainment</td>
<td>16</td>
<td>9</td>
<td>11</td>
<td>6</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>In Program skills gain</td>
<td>60</td>
<td>14</td>
<td>20</td>
<td>1</td>
<td>17</td>
<td>11</td>
</tr>
<tr>
<td>Actual number of those who entered employment</td>
<td>155</td>
<td>6</td>
<td>73</td>
<td>1</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Number of enrichment activities for year</td>
<td>73</td>
<td>48</td>
<td>60</td>
<td>4</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Number of Work Experience/subsidized employment</td>
<td>29</td>
<td>30</td>
<td>27</td>
<td>16</td>
<td>55</td>
<td>15</td>
</tr>
<tr>
<td>Number of employer contacts/partnerships</td>
<td>85</td>
<td>48</td>
<td>48</td>
<td>25</td>
<td>25</td>
<td>12</td>
</tr>
<tr>
<td>Number of resource and referral partnerships</td>
<td>62</td>
<td>66</td>
<td>66</td>
<td>25</td>
<td>25</td>
<td>8</td>
</tr>
</tbody>
</table>

**Knowledge and experience in dealing with South Carolina State Government, its systems, structure, rules and policies:** Our experience within three workforce area in South Carolina has provided us with an understanding of State and Local performance measures, SC Works data system and South Carolina policy guidelines. As a current provider of WIOA Adult, Dislocated Worker and Youth Services in South Carolina, our local knowledge and extensive WIOA experience uniquely positions us to provide human-centered services while delivering performance results.
Understanding of local partners, population, and geographical diversity of the Lowcountry Workforce Area: As a local provider in the Lowcountry area with staff who live and work within the community, we have a developed strong relationship with local partners. Our staff is familiar with the people we serve and the geography of the local community. Beaufort, as the 10th largest county in Beaufort has different challenges than the more rural areas of Hampton, Colleton and Jasper. Staff adapt to the needs that customers may be facing based on the area the live and the training and employment opportunities available to them.

Internal structure including management and supervisory staff positions to be used to operate in the LWB service area: Each corporate staff member has over 25 years’ experience helping shape, implement, and improve workforce development programs nationally. Our organization is committed to meeting and exceeding performance measures. Our management team is the driving force offering leadership, expertise, guidance, motivation and accountability. While we are a national organization, we prefer to keep our programs and services at arm’s length in order to appropriately provide oversight and supervision from the local level Management to the Chief Executive Officer.

Jody Buchholz, Regional Manager, will oversee the One-Stop, WIOA Adult, Dislocated Worker and Youth Program as well as supervise and provide assistance to the Project Director. Jody currently oversees Lowcountry operations as well as One-Stop, WIOA and Youth in Georgia, South Carolina and Virginia. Jody has served as a site mentor to our other One-Stop/WIOA operations start-ups, providing valuable insight, support, and practical assistance in establishing effective and quality services and processes. Additional corporate staff support includes Shawn Brenner, Chief Executive Officer, Brenda Motley-Aikens, Vice President and Lynn Fournier, VP, Contracts Management.

Stephanie Ferguson, the Project Director, oversees day-to-day and One-Stop operations, implementing all state and local policies, creating and improving customer flow processes and service delivery, supervising partners, and ensuring outcomes are achieved.

Mark Williams, Regional One-Stop Coordinator oversees partner collaboration; facilitates One-Stop Partner Managers Team meetings; coordinates events; collaborates with Business Services and provides system reporting and compliance. He also coordinates coverage and activities for front desk and resource area activities for all Career Centers and Affiliate Centers in the region. This position is cost shared with the Trident region.

Staffing Plan
Our organization currently possesses well-qualified and trained staff members in place that has led to the success of our programs in the Lowcountry workforce area. Our staffing plan includes the following details listed below.

Number of Staff: We currently have seven staff consisting of a full time Project Director, a full-time Regional One-Stop Coordinator shared between Lowcountry and Trident areas (70%/30%), four full-time and one part-time Career Specialists. The organizational chart is detailed below.
We also have SCSEP part-time staff through Palmetto Goodwill who assist with the front desk at the centers Monday-Thursday for 25 hours per week:

<table>
<thead>
<tr>
<th>Beaufort Office</th>
<th>Colleton Office</th>
<th>Hampton Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trena Cooler</td>
<td>Monalisa Rivers</td>
<td>Vera Miller</td>
</tr>
<tr>
<td>William DeLoach</td>
<td>Cathy Smalls</td>
<td></td>
</tr>
<tr>
<td>Scherri Washington</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Lowcountry Organizational Chart**

**Job descriptions**: Job Descriptions for the Regional Director, Project Director, Regional One-Stop Coordinator and Career Specialist, are provided in the attachments. A brief overview is detailed below:
<table>
<thead>
<tr>
<th>Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Director</td>
<td>The Regional Director is responsible for ensuring program quality and achievement of program outcomes, contract compliance, and effective project reporting to funding organizations and corporate management</td>
</tr>
<tr>
<td>Project Director</td>
<td>The Career Center Project Director is responsible for the effective operation of all Career Center services and ensures that services are provided universally using an integrated, customer driven approach, allowing for customer choice. The Project Director is responsible for ensuring that customer feedback is collected and for obtaining and maintaining performance-driven, outcome-based measures. The Project Director coordinates services among Career Center partners and community agencies.</td>
</tr>
<tr>
<td>Regional One-Stop Coordinator</td>
<td>Cost shared between Lowcountry and Trident workforce area; Coordinate Partner collaboration; Facilitate One-Stop Partner Managers Team meetings; Coordinate events; Collaborate with Business Services; Facilitate meetings for One-Stop Partner Agencies. Coordinate coverage and activities for front desk and resource area activities for all Career Centers and Affiliate Centers in the region.</td>
</tr>
<tr>
<td>Career Specialist</td>
<td>The Career Specialist will provide appropriate case management assistance to customers through interviews, assessment, referral, and follow-up, assist customers in identifying and accessing necessary support services, and identify and coordinate vocational training programs that are appropriate to customer needs.</td>
</tr>
</tbody>
</table>

**Qualifications of key staff:** Jody Buchholz, Regional Manager will serve as a site mentor and supervisor, providing valuable insight, support, and practical assistance in establishing effective and quality services and processes. Jody has over 25 years of workforce development experience managing teams.

Stephanie Ferguson, Project Director, possesses a Bachelor of Science Degree in Human Services and a Minor in Counselling. She is a certified Career Development Facilitator and experience workforce development manager. She is well-versed in SCWOS and workforce board policies and requirements.

**On-going staff training:** Staff are required to become experts in the field through training and guidance. We use best practices as an organization so we may provide the most up-to-date and innovative programming, tools, and techniques. Our organization supports on-going staff training to ensure all staff stay abreast of WIOA policies and procedures. We understand that initial and ongoing staff training is critical to succeeding in meeting the contract requirements and successfully working with WIOA customers. Staff participate in on-going training hosted by staff, state, and national conferences.

We are also supported by national workforce development expert, Mary Ann Lawrence of Powernotes, LLC. Mary Ann is an Executive Committee Member for the National Association of Workforce Development Professionals (NAWDP). Mary Ann has extensive experience in workforce development with over 40 years at the local, state, and national levels of the system in
leadership positions. She will provide her expertise and assist in providing additional contacts, business, and agencies within the system to further support our customers and employers. Mary Ann provides system training to the system and partners.

Background checks: Ross conducts background checks through Good Hire, which is a review of national Criminal Databases and Sex Offender Records, particularly for Youth staff. In areas where staff are required to drive customers, Driver Record checks are conducted.

Prevention of Staff Turnover: Our organization supports staff throughout employment through on-going training and guidance. Staff members are provided clear job expectations and goals. We value employee morale; our sites hold friendly competitions to reach goals with prizes and recognitions. Staff may also be elected by the peers to be employee of the month or quarter based on going above and beyond for the customer or to help a staff person.

Proposed on-site Staff development plan
All staff is provided intensive training from hire and ongoing. Ross is a learning organization and believes strongly in the growth and development of staff. We require each our staff to have a minimum of 30 hour of professional development per year. Staff members are connected to our Ross Relias Platform, which is a full featured online web-based learning management system that provides our staff with access to hundreds of training modules in addition to our yearly required compliance training. Some required training modules include HIPAA/PII Compliance, Diversity, Ethics, Fraud Prevention, Human Trafficking and Confidentiality.

Ross provides our staff with various training materials and resources during the onboarding process and beyond. We introduce the Ross culture, philosophy, and core values to all staff members. The Ross philosophy is that staff makes the difference in the quality of services provided and invest heavily in staff training and development to ensure an excellent team environment and participant service approach. Listed below is required staff training:

REQUIRED STAFF TRAINING

<table>
<thead>
<tr>
<th>Type of Training</th>
<th>Objective</th>
<th>Target Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Employee Orientation</td>
<td>Orientation to roles &amp; responsibilities as a Ross employee; New Employee Handbook.</td>
<td>All new Ross staff</td>
</tr>
<tr>
<td>New Program Orientation</td>
<td>SC Works, Ross culture and service delivery philosophy. Includes communication channels &amp; methods.</td>
<td>Entire staff</td>
</tr>
<tr>
<td>Program Goals &amp; Objectives</td>
<td>All staff will be working to achieve the same goals</td>
<td>Entire staff</td>
</tr>
<tr>
<td>Case Management/Files, Manager, and IT training</td>
<td>All staff understand WIOA core philosophy, model and services</td>
<td>Entire staff as related to job functions</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>---------------------------------------------------------------</td>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>Operations, Policies and Procedures Overview and Training</td>
<td>All staff have extensive knowledge of Standard of Operating Procedures (SOP), LWDB policies and procedures</td>
<td>Entire staff</td>
</tr>
<tr>
<td>Customer Service Training</td>
<td>Ross provides first-rate customer service to all staff</td>
<td>Entire staff</td>
</tr>
<tr>
<td>ROSS RELIAS Platform: Confidentiality of Information and Records Training, Fraud Awareness and Prevention, HIPAA, Diversity, Ethics, Human Trafficking and Confidentiality</td>
<td>Staff will prevent the release of information of confidential information related to customers.</td>
<td>Entire staff</td>
</tr>
</tbody>
</table>

Additional training is provided to those who may need a “refresher” or need additional guidance to provide strong file, electronic and case management. Through weekly meetings with staff, we ensure the stability of our training by giving staff mini-quizzes or select new topic each week to review for all staff to remain abreast of their duties and keep updated on current center events and the policies in the area.

**Technical Assistance:** Ross management staff have provided oversight of staff teams for over 25 years. We know that a collaborative team environment is essential for the team’s success. Our oversight has fostered creating a common vision or goal, clarifying roles, open and effective communication, encouragement of diverse ideas, and team balance.

We have been fortunate as a national provider to gain knowledge and interpretation of WIOA laws, guidance, and policies. We often provide professional and technical consultation on program matters that may not be clearly defined. Our combined workforce experience and ability to interpret and shape policy has allowed us to meet and exceed contractual performance standards. Often, we have met with key policymakers to shape upcoming regulations or help local workforce boards interpret new legislation.

**Staff Accountability:** Ross management believes that everyone should be responsible for personal goals and expectations. Setting clear expectations for staff performance helps ensure that everyone is on the same page and working toward the same objectives. This could include setting specific project deadlines, outlining individual or team targets, or assigning specific tasks to each team member. Regularly monitoring performance helps ensure that staff are meeting their goals and expectations. This includes regular performance reviews, peer reviews, tracking progress towards team objectives, or providing feedback on individual work. Rewarding staff for successful
performance helps motivate them to continue meeting expectations. This could include providing prizes and recognition.

**Quality Control Processes**

Our entire organization believes that internal controls, data management and analysis are a critical component of monitoring and evaluation of program operations. In every project we have operated, we have provided specific monitoring and data management procedures to capture all aspects of each program, or we abide by the local reporting requirements. Our Project Director is responsible for overseeing SC Works and reporting functions. These responsibilities include quality assurance and program performance functions including reviewing all data forms for accuracy and completeness, running, and analyzing routine SC Works reports to assist in monitoring program performance, support services, and preparing and distributing internal program performance reports.

Our service delivery policies, procedures, and performance will be subject to close monitoring by experienced corporate administrators. To maintain effective contact with each Career Center, the Regional Director monitors program activity and speaks with staff and customers regarding program outcomes and quality. The Project Director is responsible for development and submittal of agency and Ross required reports and monitoring proper staff maintenance of client records and the Regional Director conducts desk top reviews. The Regional Director will review the reports for accuracy and performance and provide approval or corrections before submission. Each Ross site develops internal performance goals which exceed the minimum Workforce Board goals. The Project Director reviews Ross internal goals during staff meetings to target areas of improvement. The use of consistent performance monitoring and reporting enables all centers to stay on track with goals.

Ross management reviews program-operating data at least monthly, more often during program implementation activities or if operating data indicates corrective action/program modification is warranted. Senior management reviews program status, performance, and operating data with project directors and appropriate staff, to review potential program corrective actions or improvement options. These operational policies include a review of program activity including enrollments, terminations, and specific outcomes for each customer. Weekly required reports trigger action if we are not meeting performance or internal goals. A corrective action plan is required by senior management, who follow up the on the progress and success of each goal.

**Financial and Administrative Experience**

Ross financial staff will manage all fiscal systems under the direction of Tanya Stuef, VP of Finance. Ms. Stuef has over 25 years of experience managing over contracts totaling $500 Million. She provides oversight and administration of the Ross Innovative Employment Solutions Corp. finances including payroll, benefits, accounts payable and receivable, and audits for accrediting and government agencies. Ross possesses considerable experience with fund accounting and cost-allocation systems. We have been required to prepare and manage line-item budgets developing cost allocation plans that are subject to our auditor’s review. The following chart details individuals responsible for financial reporting, customer status reporting, and management authorized to represent Ross.
<table>
<thead>
<tr>
<th>Function</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Reporting/Financial Reporting/Employer Reimbursements</td>
<td>Tanya Stuef</td>
<td>VP of Finance</td>
</tr>
<tr>
<td>Financial Reporting, invoicing, taxes, property management</td>
<td>Karen Roberts</td>
<td>Controller</td>
</tr>
<tr>
<td>Preparation and Recording data, obtains invoice backup, monthly reconciliation</td>
<td>Sarah Achenbach, Kimberly Shoemaker</td>
<td>Accountant</td>
</tr>
<tr>
<td>Accounts Payables</td>
<td>Jennifer Hummel</td>
<td>Accounts Payable Specialist</td>
</tr>
<tr>
<td>Participant Reporting</td>
<td>Jody Buchholz</td>
<td>Regional Director/Director</td>
</tr>
<tr>
<td>HR, Payroll, Benefits, Payables</td>
<td>Debbie Walters</td>
<td>VP of HR</td>
</tr>
<tr>
<td>HR, Payables</td>
<td>Jessica Koch</td>
<td>HR Assistant</td>
</tr>
<tr>
<td>Deposits, procurement</td>
<td>Renee Trujillo</td>
<td>Executive Assistant</td>
</tr>
</tbody>
</table>

Our team practices fiscal controls and accounting procedures that are in accordance with applicable generally accepted accounting principles (GAAP). We use SAP Business By Design accounting software. The accounting practices include procedures to ensure integrity of coding expenditures by contract year/program year, funding source and cost category.

**Monitoring and Evaluation:** Ross management reviews program-operating data at least monthly, more often during program implementation activities or if operating data indicates corrective action/program modification is warranted. Senior management reviews program status, performance, and operating data with project directors and appropriate staff, to review potential program corrective actions or improvement options. These operational policies include a review of program activity including enrollments, terminations, and specific outcomes for each customer. Weekly required reports trigger action if we are not meeting performance or internal goals. A corrective action plan is required by senior management, who follow up the on the progress and success of each goal.

The Project Director will lead the program activities and provide the driving factors that lead our delivery of services through compliance and programmatic monitoring. Recordkeeping serves a function of maintaining all customer files as well as a means of performance management. Our corporate management team ensures the project is operated efficiently and effectively in compliance with State and Federal laws, regulations, and policies. This may include weekly performance monitoring reports, caseload monitoring procedures, data entry reviews, and random case file audits to make certain that case management standards are being followed. This also includes weekly and monthly reporting to the Project Director and key corporate administrative staff and fiscal controls to ensure that funds are being expended in accordance with WIOA policy.
Our practice is to continuously monitor program quality throughout all areas of the contract with formal evaluations occurring on a regular basis. The reports and information generated from this monitoring activity will be reviewed regularly ensuring a prompt response to any issues to maintain a high level of quality control.

**Fiscal Management and Reporting Capacity**

Ross programs use a combination of electronic and manual monitoring functions/tools to compile, track and analyze program contractual requirements, performance levels and customer service levels. This ensures that when issues arise that require immediate attention, the Ross team can communicate in real time with field staff and all departments delivering services so responses and adjustments can be made quickly and efficiently within the parameters of the program and procedures. The responsibility of the Ross Team, when a deficiency, error or exception is identified, is to provide the support in adjusting operational procedures for change management and issue resolutions; for the dissemination of the Standard Operating Procedures, ensuring comprehensive staff and subcontractor training takes place, and coordinating all aspects of the Quality Assurance plan.

The following steps will be followed when a deficiency or error is identified:

1. Reports and information generated from monitoring will be jointly reviewed by Program Management daily, weekly, or monthly as appropriate.
2. If a deficiency, error, or exception is identified, the Supervisor will determine whether the matter falls in one or more of the following categories:
   a. Contractual Requirements and/or Performance Level
   b. Participant Service Delivery scope
   c. Contractual Breach of Confidentiality and Privacy
3. Depending on the level of deficiency or error, the remediation actions will include individual or team performance action plans, updated training, modification of SOPs, and, whenever appropriate, communication with LCOG.
4. Records of all identified deficiencies, errors and exceptions will be kept with information including the corrective action taken in the Program Quality Management Log system.

**Fiscal Reporting:** Through our use of SAP Business By Design, the accounting practices include procedures to ensure integrity of coding expenditures by contract year/program year, funding source and cost category. Invoices are approved prior to payment; disbursements are made only by check and documentation is stamped. Funds and payments received are deposited promptly in accounts secured by FDIC. Any funds received as a cash advance are deposited into a non-interest-bearing checking account secured by FDIC.

**Expenditure of WIOA Funds:** Under a cost reimbursement contract, documentation of actual costs incurred is required for audit purposes. Our company will assume the responsibility for determining eligibility as well as collection and retention of required documents for eligibility determination, WIOA application, and entry of data. Invoices for each project are approved for accuracy by the Project Director and submitted to our business office for payment. The business office prepares a monthly Expense Sheet for review by the Chief Executive Officer, VP of Contract
Management, and a monthly Profit and Loss statement for review by the Controller. These reports are examined carefully and utilized to prepare and submit billings to the funding agency.

Budgets will include a monthly projection of expenditures. Prior to submission, these reports are reviewed by the Project Director and corporate staff. If there is variance between actual and projected expenditures, the budgets are analyzed to determine if budget modifications need to be implemented or the Project Director needs to curtail spending in specific line items. The Project Director communicates necessary information to staff regarding direct customer spending items.

Performance levels are also reviewed monthly to determine if they are in line with expenditures. An action plan will be implemented if spending levels exceed performance; spending cuts will be made until performance correlates with expenditure levels.

**Integrity of Funds:** We have controls in place within the accounting system to ensure integrity of all funds. Each staff has a unique login which only grants them permissions to do certain functions – separation of duties is enforced. Many people, including the VP of Finance and Controller, review bills prior to them getting input into the system. The CEO and sometimes another management staff member approves/reviews the journal entries that are inputted into the system. The CEO also is given copies of all invoices submitted on behalf of Ross to our agencies which details our expenditures and the accounts receivable monthly.

**Internal Tracking:** Ross staff will be responsible for tracking, managing, and reporting obligations. We use a training/work experience tracker for each customer in a training or work experience activity. Ross will assist the customer with accessing the list of eligible training providers and will disseminate all current policies and procedures to partners, customers, and providers regarding training services.

**Meeting contract budget expectations:** We have extensive experience tracking expenses and meeting budget expectations from operating in the Lowcountry area and our almost 30 years of experience working with workforce boards. Budgets and expenditures are reviewed monthly by the finance team, management team and Project Director. A plan is developed to remain in line with operational and participant spending to reach budget goals.

**Disallowed Costs:** Our company will assume the responsibility for determining eligibility as well as collection and retention of required documents for eligibility determination, WIOA application, and entry of data. This includes absorbing and repaying any disallowed costs with non-federal funds because of eligibility determination errors or other disallowed costs arising from its operations.

**Tracking Expenses:** We have extensive experience tracking expenses. All customer supports, bills, invoices, etc. are sent to one central location for processing. This list will detail what has been obligated, what may still be owed, what has been paid (with back-up documentation) and if the training has been completed. This list is reconciled monthly with the Ross Controller to ensure we are on track to spend our obligations. The local Project Director reports customer expenses to the Ross central office. After review, expenses are paid and recorded in our Dynamics accounting.
system. Information can be entered in SCWOS IFT. Duties and account access is separated between staff.

**Fiscal Capacity:** Ross has the fiscal capacity to operate 30 to 60 days timelines for reimbursement. We have several months reserve to manage all expenses, payroll, and benefits.

**Addressing the Following Financial and Administrative Matters**

**Debt Recovery:** Ross does not have any debts outstanding more than 90 days. In the past five years, we have not experienced any non-payment to debts.

**Fraud or Criminal Activity:** There has been no fraud or criminal activity of Ross’ officers, management, or staff.

**Financial Management:** We provide fiscal control and accounting procedures that are in accordance with applicable generally accepted accounting principles (GAAP) in accordance with all fund accounting regulations.

**Unresolved Findings or Recurring Audit Findings:** This is not applicable and has not occurred.

**Failure to Provide Services to Applicants as Agreed Upon:** In almost 30 years of operation, Ross has fulfilled all service obligations.

**Grant Closeout:** Ross has been commended for our timeliness and completed all grant closeout packages by the specified timeline.

**Timely Reports:** We value requests and directives from our funders and commit to submission of timely reports.

**Report and Dispose of Government Property:** We appropriate tag and inventory property as required by the funding agency. No equipment is disposed of without prior written authorization.

**Unresolved Disallowed Costs:** Ross does not have and unresolved disallowed costs.

**Firewalls, Internal Controls, Conflict of Interest Policies:** Our organization has developed all appropriate procedures and policies in accordance with WIOA regulations. Ross does not have any debts outstanding more than 90 days. In the past five years, we have not experienced any non-payment to debts.

**DOL Performance Measures:** Ross will continue to meet or exceed the DOL Performance Measures and expectations of the local board. Our human-centered program design and continuous program monitoring, and quality controls enable our staff to provide dedicated case management services to our participants. To meet our performance expectations, we:

1. Establish performance indicators that measure program outcomes.
2. Monitor and track program performance, using performance indicators and other metrics, such as job placements, training completion rates, and employer satisfaction surveys.
3. Develop plans to improve performance, considering changes in the Lowcountry and surrounding area economy and labor market.
4. Provide training and technical assistance to ensure that staff understands program performance requirements and how to meet them.
5. Analyze data to identify trends and areas for improvement.
6. Revise program policies or procedures as needed to meet performance goals.
7. Implement corrective action plans to address any issues identified during program monitoring and evaluation.
C. Documents Required of Proposer

The following pages will provide:

- List of Current Board Members of Governing Body
- Charter, By-Laws of Organization
- Organizational chart showing lines of authority for the organization down to the proposed on-site management and front-line positions in the Lowcountry service area
- Current resumes of senior organization management
- Job Descriptions for proposed staff assigned to this contract
- Current Financial Statement
- Most recent audit report
- Copy of Indirect Cost Plan and Approval, if applicable; Not applicable, de minimis rate is used
- Cost Allocation Plan, if applicable
- Grievance Procedures;
- Staff, Personnel, Procurement, and Travel Policies;
- A proposed monitoring schedule and monitoring tool;
- A budget narrative: contained in Budget attachments
# Board Members

<table>
<thead>
<tr>
<th>Office</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>President and Chief Executive Officer</td>
<td>Shawn Brenner</td>
</tr>
<tr>
<td>Vice President</td>
<td>Brenda Motley-Aikens</td>
</tr>
<tr>
<td>Secretary</td>
<td>Lynn Fournier</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>Tanya Stuet</td>
</tr>
</tbody>
</table>
B Y L A W S
OF
ROSS INNOVATIVE EMPLOYMENT SOLUTIONS CORP.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>ARTICLE I</th>
<th>Offices and Records</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 1.1</td>
<td>Delaware Office</td>
<td>1</td>
</tr>
<tr>
<td>Section 1.2</td>
<td>Other Offices</td>
<td>1</td>
</tr>
<tr>
<td>Section 1.3</td>
<td>Books and Records</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ARTICLE II</th>
<th>Stockholders</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 2.1</td>
<td>Annual Meeting</td>
<td>1</td>
</tr>
<tr>
<td>Section 2.2</td>
<td>Special Meetings</td>
<td>1</td>
</tr>
<tr>
<td>Section 2.3</td>
<td>Notice of Meetings</td>
<td>2</td>
</tr>
<tr>
<td>Section 2.4</td>
<td>Quorum</td>
<td>2</td>
</tr>
<tr>
<td>Section 2.5</td>
<td>Voting</td>
<td>2</td>
</tr>
<tr>
<td>Section 2.6</td>
<td>Proxies</td>
<td>3</td>
</tr>
<tr>
<td>Section 2.7</td>
<td>List of Stockholders</td>
<td>3</td>
</tr>
<tr>
<td>Section 2.8</td>
<td>Order of Business</td>
<td>3</td>
</tr>
<tr>
<td>Section 2.9</td>
<td>Written Consent of Stockholders in Lieu of Meeting</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ARTICLE III</th>
<th>Board of Directors</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 3.1</td>
<td>Power and Number of Directors</td>
<td>4</td>
</tr>
<tr>
<td>Section 3.2</td>
<td>Election and Term of Directors</td>
<td>4</td>
</tr>
<tr>
<td>Section 3.3</td>
<td>Vacancies and Newly Created Directorships</td>
<td>4</td>
</tr>
<tr>
<td>Section 3.4</td>
<td>Resignation</td>
<td>5</td>
</tr>
<tr>
<td>Section 3.5</td>
<td>Removal</td>
<td>5</td>
</tr>
<tr>
<td>Section 3.6</td>
<td>Meetings</td>
<td>5</td>
</tr>
<tr>
<td>Section 3.7</td>
<td>Quorum and Voting</td>
<td>5</td>
</tr>
<tr>
<td>Section 3.8</td>
<td>Written Consent of Directors in Lieu of a Meeting</td>
<td>5</td>
</tr>
<tr>
<td>Section 3.9</td>
<td>Compensation</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ARTICLE IV</th>
<th>Officers, Agents and Employees</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 4.1</td>
<td>Appointment and Term of Office</td>
<td>6</td>
</tr>
<tr>
<td>Section 4.2</td>
<td>Resignation and Removal</td>
<td>6</td>
</tr>
<tr>
<td>Section 4.3</td>
<td>Compensation and Bond</td>
<td>6</td>
</tr>
<tr>
<td>Section 4.4</td>
<td>Chairman of the Board</td>
<td>6</td>
</tr>
<tr>
<td>Section 4.5</td>
<td>President</td>
<td>6</td>
</tr>
<tr>
<td>Section 4.6</td>
<td>Vice Presidents</td>
<td>7</td>
</tr>
<tr>
<td>Section</td>
<td>Title</td>
<td>Page</td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>4.7</td>
<td>Chief Financial Officer</td>
<td>7</td>
</tr>
<tr>
<td>4.8</td>
<td>Secretary</td>
<td>7</td>
</tr>
<tr>
<td>4.9</td>
<td>Assistant Chief Financial Officers</td>
<td>7</td>
</tr>
<tr>
<td>4.10</td>
<td>Assistant Secretaries</td>
<td>7</td>
</tr>
<tr>
<td>4.11</td>
<td>Delegation of Duties</td>
<td>7</td>
</tr>
<tr>
<td>ARTICLE V</td>
<td>Indemnification and Insurance</td>
<td>8</td>
</tr>
<tr>
<td>5.1</td>
<td>Right to Indemnification</td>
<td>8</td>
</tr>
<tr>
<td>5.2</td>
<td>Right to Advancement of Expenses</td>
<td>8</td>
</tr>
<tr>
<td>5.3</td>
<td>Right of Indemnitee to Bring Suit</td>
<td>8</td>
</tr>
<tr>
<td>5.4</td>
<td>Non-Exclusivity of Rights</td>
<td>9</td>
</tr>
<tr>
<td>5.5</td>
<td>Insurance</td>
<td>9</td>
</tr>
<tr>
<td>5.6</td>
<td>Indemnification of Agents of the Corporation</td>
<td>9</td>
</tr>
<tr>
<td>5.7</td>
<td>Nature of Rights</td>
<td>9</td>
</tr>
<tr>
<td>ARTICLE VI</td>
<td>Stock</td>
<td>9</td>
</tr>
<tr>
<td>6.1</td>
<td>Certificates</td>
<td>10</td>
</tr>
<tr>
<td>6.2</td>
<td>Transfers of Shares</td>
<td>10</td>
</tr>
<tr>
<td>6.3</td>
<td>Lost, Stolen or Destroyed Certificates</td>
<td>10</td>
</tr>
<tr>
<td>6.4</td>
<td>Stockholder Record Date</td>
<td>10</td>
</tr>
<tr>
<td>6.5</td>
<td>Beneficial Owners</td>
<td>11</td>
</tr>
<tr>
<td>ARTICLE VII</td>
<td>Miscellaneous Provisions</td>
<td>11</td>
</tr>
<tr>
<td>7.1</td>
<td>Seal</td>
<td>11</td>
</tr>
<tr>
<td>7.2</td>
<td>Waiver of Notice</td>
<td>11</td>
</tr>
<tr>
<td>7.3</td>
<td>Checks, Notes, Drafts, Etc</td>
<td>12</td>
</tr>
<tr>
<td>7.4</td>
<td>Dividends</td>
<td>12</td>
</tr>
<tr>
<td>7.5</td>
<td>Fiscal Year</td>
<td>12</td>
</tr>
<tr>
<td>7.6</td>
<td>Facsimile or Electronic Signatures</td>
<td>12</td>
</tr>
<tr>
<td>7.7</td>
<td>Construction</td>
<td>12</td>
</tr>
<tr>
<td>7.8</td>
<td>Reliance Upon Books, Reports and Records</td>
<td>12</td>
</tr>
<tr>
<td>ARTICLE VIII</td>
<td>Amendments</td>
<td>13</td>
</tr>
<tr>
<td>8.1</td>
<td>Amendments</td>
<td>13</td>
</tr>
</tbody>
</table>
BYLAWS

OF

ROSS INNOVATIVE EMPLOYMENT SOLUTIONS CORP.

ARTICLE I

Offices and Records

Section 1.1 Delaware Office. The registered office of Ross Innovative Employment Solutions Corp. (the "Corporation") in the State of Delaware shall be located in the City of Wilmington, County of New Castle, and the name and address of its registered agent is Corporation Service Company, 2711 Centerville Road, Suite 400, Wilmington, Delaware 19904.

Section 1.2 Other Offices. The Corporation may have such other offices, either within or outside the State of Delaware, as the Board of Directors of the Corporation (the "Board of Directors") may designate or as the business of the Corporation may from time to time require.

Section 1.3 Books and Records. The books and records of the Corporation may be kept at the Corporation's principal executive offices or at such other locations within or outside the State of Delaware as may from time to time be designated by the Board of Directors.

ARTICLE II

Stockholders

Section 2.1 Annual Meeting. Except as otherwise provided in this Article II, an annual meeting of stockholders of the Corporation shall be held at such place, date and time as shall be fixed by the Board of Directors and stated in the notice or waiver of notice of such annual meeting; provided, however, that no annual meeting of stockholders for the election of directors need be held if directors are elected by written consent of the stockholders in lieu of an annual meeting, as permitted by section 211 of the General Corporation Law of the State of Delaware (the "DGCL").

Section 2.2 Special Meetings. A special meeting of the stockholders of the Corporation entitled to vote on any business to be considered at any such meeting may be called only by the Chairman of the Board, if any, or the President, and shall be called by the Chairman of the Board, if any, the President, or the Secretary when directed to do so by resolution of the Board of Directors or at the written request of a majority of the members of the Board of Directors or by stockholders representing a majority of the issued and outstanding shares of stock of the Corporation entitled to vote at a meeting of stockholders. Any such request shall state the purpose or purposes of the proposed meeting. The Board of Directors may designate the place of meeting for any special meeting of stockholders, and if no such designation is made, the place of meeting shall be the principal executive offices of the Corporation.
Section 2.3 Notice of Meetings.

(a) Whenever stockholders are required or permitted to take any action at a meeting, unless notice is waived as provided in Section 7.1 of these Bylaws, a written notice of the meeting shall be given which shall state the place, date and hour of the meeting, and, in the case of a special meeting, the purpose or purposes for which the meeting is called.

(b) Unless otherwise provided by law, and except as to any stockholder duly waiving notice, the written notice of any meeting shall be given personally or by mail, not less than ten (10) nor more than sixty (60) days before the date of the meeting to each stockholder entitled to vote at such meeting. If mailed, notice shall be deemed given when deposited in the mail, postage prepaid, directed to the stockholder at his or her address as it appears on the records of the Corporation.

(c) When a meeting is adjourned to another time or place, notice need not be given of the adjourned meeting if the time and place thereof are announced at the meeting at which the adjournment is taken. At the adjourned meeting the Corporation may transact any business which might have been transacted at the original meeting. If, however, the adjournment is for more than thirty (30) days, or if after the adjournment a new record date is fixed for the adjourned meeting, a notice of the adjourned meeting shall be given to each stockholder of record entitled to vote at the meeting.

Section 2.4 Quorum. Except as otherwise provided by law, by the Certificate of Incorporation of the Corporation (the “Certificate of Incorporation”), or by these Bylaws, at any meeting of stockholders, whether annual or special, the holders of a majority of the outstanding stock entitled to vote thereat, either present or represented by proxy, shall constitute a quorum for the transaction of any business, but the stockholders present, although less than a quorum, may adjourn the meeting to another time or place and, except as provided in the last paragraph of Section 2.3 of these Bylaws, notice need not be given of the adjourned meeting.

Section 2.5 Voting.

(a) Except as otherwise set forth in the Certificate of Incorporation, whenever directors are to be elected at a meeting, they shall be elected by a plurality of the votes cast at the meeting by the holders of stock entitled to vote. Whenever any corporate action, other than the election of directors, is to be taken by vote of stockholders at a meeting, such corporate action shall, except as otherwise required by law, by the Certificate of Incorporation, or by these Bylaws, be authorized by the affirmative vote of the holders of a majority of the shares of stock present or represented by proxy and entitled to vote with respect to such corporate action.

(b) Except as otherwise provided by law or by the Certificate of Incorporation, each holder of record of stock of the Corporation entitled to vote on any matter at any meeting of stockholders shall be entitled to one vote for each share of such stock standing in the name of such holder on the stock ledger of the Corporation, on the record date for the determination of the stockholders entitled to vote at the meeting. Shares registered in the name of another corporation, domestic or foreign, may be voted by such officer, agent or proxy as the bylaws (or comparable instrument) of such corporation may prescribe, or in the absence of such
provision, as the board of directors (or comparable body) of such corporation may determine. Shares registered in the name of a deceased person may be voted by his executor or administrator, either in person or by proxy.

(c) Upon the demand of any stockholder entitled to vote, the vote for directors or the vote on any other matter at a meeting shall be by written ballot, but otherwise the method of voting and the manner in which votes are counted shall be within the discretion of the presiding officer at the meeting. At any meeting at which a vote is taken by ballots, the chairman of the meeting may appoint one or more inspectors, each of whom shall subscribe an oath or affirmation to execute faithfully the duties of inspector at such meeting with strict impartiality and according to the best of his ability. Such inspector shall receive the ballots, count the votes and make and sign a certificate of the result thereof. The chairman of the meeting may appoint any person to serve as inspector, except no candidate for the office of director shall be appointed as an inspector.

(d) Cumulative voting for the election of directors shall be prohibited.

Section 2.6 Proxies. Each stockholder entitled to vote at a meeting of stockholders or to express consent or dissent to corporate action in writing without a meeting may authorize another person or persons to act for such stockholder by proxy, but no such proxy shall be voted or acted upon after three years from its date, unless the proxy expressly provides that it is irrevocable and is coupled with an interest sufficient in law to support an irrevocable power. Every proxy shall be signed by the stockholder or by his duly authorized attorney.

Section 2.7 List of Stockholders.

(a) In compliance with section 219 of the DGCL, at least ten (10) days prior to each stockholders' meeting (or within such other period of time specified or permitted by the DGCL), the officer who has charge of the stock ledger of the Corporation shall prepare a complete list of the stockholders entitled to vote at the meeting, arranged by alphabetical order and showing each stockholder's address and the number of shares held by each stockholder. The list shall be open to the examination of any stockholder, for any purpose germane to the meeting, during ordinary business hours, for a period of at least ten (10) days prior to the meeting and during the meeting, in compliance with section 219 of the DGCL.

(b) The stock ledger shall be the only evidence used to identify the stockholders entitled to examine the stock ledger, the list required by this Section or the books of the Corporation, or to vote in person or by proxy at any meeting of stockholders.

Section 2.8 Order of Business. The order of business at each stockholders' meeting shall be as determined by the chairman (who is specified in Article IV). The chairman of the meeting shall have the right and authority to prescribe such rules, regulations, and procedures and to do all such acts and things as are necessary or desirable for the proper conduct of the meeting, including, without limitation, the establishment of procedures for the maintenance of order and safety, limitations on the time allotted for questions or comments on the affairs of the Corporation, restrictions on entry to such meeting after the time prescribed for
the commencement thereof, the opening and closing of the voting polls, and the adjournment of the meeting, whether or not a quorum is present.

Section 2.9 Written Consent of Stockholders in Lieu of Meeting. Any action required by the DGCL to be taken at any annual or special meeting of stockholders of the Corporation, or any action which may be taken at any annual or special meeting of the stockholders, may be taken without a meeting, without prior notice and without a vote, if a consent in writing, setting forth the action so taken, shall be signed by the holders of outstanding stock having not less than the minimum number of votes that would be necessary to authorize or take such action at a meeting at which all shares entitled to vote thereon were present and voted. Pursuant to section 228 of the DGCL, prompt written notice of the taking of the corporate action without a meeting by less than unanimous written consent shall be given to those stockholders who have not consented in writing. Any such written consent may be given by one or any number of substantially concurrent written instruments of substantially similar tenor signed by such stockholders, in person or by attorney or proxy duly appointed in writing, and filed with the minutes of the corporation by the Secretary or an Assistant Secretary of the Corporation.

ARTICLE III

Board of Directors

Section 3.1 Power and Number of Directors. The business and affairs of the Corporation shall be managed by or under the direction of the Board of Directors, and subject to the restrictions imposed by law or by the Certificate of Incorporation, they may exercise all the powers of the Corporation. The initial Board of Directors shall consist of 2 directors. The Board of Directors shall consist of any number of directors as may be determined from time to time by resolution of the stockholders, except that no decrease shall shorten the term of any incumbent director unless such director is specifically removed pursuant to Section 3.5 of these Bylaws at the time of such decrease. At all times the Board of Directors shall consist of at least one (1) director. Unless otherwise provided in the Certificate of Incorporation, directors need not be stockholders nor residents of the State of Delaware.

Section 3.2 Election and Term of Directors. Except as otherwise set forth in the Certificate of Incorporation, directors shall be elected annually, by election at the annual meeting of stockholders or by written consent of the holders of stock entitled to vote thereon in lieu of such meeting. If the annual election of directors is not held on the date designated therefor, the directors shall cause such election to be held as soon thereafter as convenient. Each director shall hold office from the time of his or her election and qualification until his or her successor is elected and qualified or until his or her earlier resignation, removal or death.

Section 3.3 Vacancies and Newly Created Directorships. Subject to the Certificate of Incorporation, vacancies and newly created directorships resulting from any increase in the authorized number of directors may be filled by the Board of Directors, acting by a majority of the directors then in office (although less than a quorum) or by a sole remaining director. Any director so chosen shall hold office until the next annual election and until his or her successor shall be duly elected and qualified or until his or her earlier resignation, removal or death.
Section 3.4  Resignation. Any director may resign at any time upon written notice to the Corporation. Any such resignation shall take effect at the time specified therein or, if the time be not specified, upon receipt thereof. The acceptance of such resignation, unless required by the terms thereof, shall not be necessary to make such resignation effective.

Section 3.5  Removal. Subject to the Certificate of Incorporation, any director or the entire Board of Directors may be removed at any time, with or without cause, by vote at a meeting or by written consent of the holders of a majority of the outstanding stock entitled to vote on the election of directors.

Section 3.6  Meetings. Meetings of the Board of Directors, regular or special, may be held at any time and at any place within or without the State of Delaware as may be determined by resolution of the Board of Directors from time to time. Members of the Board of Directors may participate in a meeting of the Board of Directors by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other, and participation in a meeting by such means shall constitute presence in person at such meeting. A special meeting of the Board of Directors shall be held whenever called by the Chairman of the Board, if any, or by a majority of the directors then in office, at such time and place as shall be specified in the notice or waiver thereof. Notice of each special meeting shall be given by the Secretary or by the person or persons calling the meeting to each director by email or telephone not later than twenty four hours before the meeting. Regular meetings of the Board of Directors may be held without notice.

Section 3.7  Quorum and Voting. Except as otherwise provided by law, the Certificate of Incorporation, or these Bylaws, a quorum for the transaction of business shall require the presence (in person, by telephone conference call or by proxy) of a majority of the directors (and in the case of the initial Board of Directors, both directors). If there be less than a quorum at any meeting of the Board of Directors, a majority of the directors (and in the case of the initial Board of Directors, both directors) present may adjourn the meeting from time to time, and no further notice thereof need be given other than announcement at the meeting which shall be so adjourned. Except as otherwise provided by law, by the Certificate of Incorporation, or by these Bylaws, each director shall be entitled to one vote on all matters brought before the Board, and an affirmative vote of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. Except for adjourning the meeting, no other action may be taken on behalf of the Board of Directors at a meeting at which a quorum is not present.

Section 3.8  Written Consent of Directors in Lieu of a Meeting. Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting if all members of the Board of Directors consent thereto in writing, or by electronic transmission, and the writing or writings, or electronic transmission or transmissions, are filed with the minutes of proceedings of the Board of Directors.

Section 3.9  Compensation. Subject to the Certificate of Incorporation, directors may receive compensation for services to the Corporation in their capacities as directors in such manner and in such amounts as may be fixed from time to time by the Board of Directors.
ARTICLE IV

Officers, Agents and Employees

Section 4.1 Appointment and Term of Office. The officers of the Corporation shall include a President, a Secretary and a Chief Financial Officer and may also include, without limitation, a Chairman of the Board (who must be a director), a Chief Executive Officer ("CEO"), one or more Vice Presidents, a Chief Operating Officer, one or more Assistant Secretaries, and one or more Assistant Chief Financial Officers. All such officers shall be appointed by the Board of Directors and shall each have such powers and duties as generally pertain to their respective offices, subject to the specific provisions of this Article IV, together with such other powers and duties as from time to time may be conferred by the Board of Directors. Any number of such offices may be held by the same person. Except as may be prescribed otherwise by the Board of Directors, all such officers shall hold their offices at the pleasure of the Board of Directors for an unlimited term and need not be reappointed annually or at any other periodic interval. The Board of Directors may appoint, and may delegate power to appoint, such other officers, agents and employees as it may deem necessary or proper, who shall hold their offices or positions for such terms, have such authority and perform such duties as may from time to time be determined by or pursuant to authorization of the Board of Directors.

Section 4.2 Resignation and Removal. Any officer may resign at any time upon written notice to the Corporation. Any officer, agent or employee of the Corporation may be removed by the Board of Directors, with or without cause at any time. The Board of Directors may delegate such power of removal as to officers, agents and employees not appointed by the Board of Directors. Any removal shall be without prejudice to a person's contractual rights, if any, but the appointment of any person as an officer, agent or employee of the Corporation shall not of itself create contractual rights.

Section 4.3 Compensation and Bond. The compensation of the officers of the Corporation shall be fixed by the Board of Directors, but this power may be delegated by the Board of Directors to any officer in respect of other officers under his or her control. The Corporation may secure the fidelity of any or all of its officers, agents or employees by bond or otherwise.

Section 4.4 Chairman of the Board. The Chairman of the Board, if there be one, shall be elected by a majority of the Board of Directors and shall have such other powers and duties as may be delegated to him or her by the Board of Directors. Unless the Board of Directors otherwise specifies, the Chairman of the Board, or if there is none, the CEO, shall preside, or designate the person who shall preside, at all meetings of the stockholders and of the Board of Directors.

Section 4.5 President. The President shall be the CEO of the Corporation. In the absence of the Chairman of the Board (or if there be none), he or she shall preside, or designate the person who shall preside, at all meetings of the stockholders and of the Board of Directors. He or she shall have general charge of the business affairs of the Corporation. He or she may employ and discharge employees and agents of the Corporation, except for those appointed by the Board of Directors, and he or she may delegate these powers. The President
may vote the stock or other securities of any other domestic or foreign corporation of any type or kind which may at any time be owned by the Corporation, may execute any stockholders’ or other consents in respect thereof and may in his or her discretion delegate such powers by executing proxies, or otherwise, on behalf of the Corporation. The Board of Directors by resolution from time to time may confer like powers upon any other person or persons.

Section 4.6 Vice Presidents. Each Vice President shall have such powers and perform such duties as the Board of Directors or the President may from time to time prescribe. In the absence or inability to act of the President, unless the Board of Directors otherwise provides, the CEO shall designate the Vice President who shall perform all the duties and may exercise any of the powers of the President.

Section 4.7 Chief Financial Officer. Unless the Board of Directors otherwise specifies, the Chief Financial Officer shall have charge of all funds and securities of the Corporation, shall endorse the same for deposit or collection when necessary and shall deposit the same to the credit of the Corporation in such banks or depositaries as the Board of Directors may authorize. He or she may endorse all commercial documents requiring endorsements for or on behalf of the Corporation and may sign all receipts and vouchers for payments made to the Corporation. He or she shall have all such further powers and duties as generally are incident to the position of Chief Financial Officer or as may be assigned to him or her by the President or the Board of Directors.

Section 4.8 Secretary. The Secretary shall record all the proceedings of the meetings of the stockholders and directors in a book to be kept for that purpose and shall also record therein all action taken by written consent of the stockholders or directors in lieu of a meeting. He or she shall attend to the giving and serving of all notices of the Corporation. He or she shall have custody of the seal of the Corporation, if any, and shall attest the same by his or her signature whenever required. He or she shall have charge of the stock ledger and such other books and papers as the Board of Directors may direct. He or she shall have all such further powers and duties as generally are incident to the position of Secretary or as may be assigned to him or her by the President or the Board of Directors.

Section 4.9 Assistant Chief Financial Officers. In the absence or inability to act of the Chief Financial Officer, any Assistant Chief Financial Officer may perform all the duties and exercise all the powers of the Chief Financial Officer. An Assistant Chief Financial Officer shall also perform such other duties as the Chief Financial Officer or the Board of Directors may assign to him or her.

Section 4.10 Assistant Secretaries. In the absence or inability to act of the Secretary, any Assistant Secretary may perform all the duties and exercise all the powers of the Secretary. An Assistant Secretary shall also perform such other duties as the Secretary or the Board of Directors may assign to him or her.

Section 4.11 Delegation of Duties. In case of the absence of any officer of the Corporation, or for any other reason that the Board of Directors may deem sufficient, the Board of Directors, or, unless otherwise provided by the Board of Directors, the President may confer
for the time specified the powers or duties, or any of them, of such officer upon any other officer
or upon any director.

ARTICLE V

Indemnification and Insurance

Section 5.1 Right to Indemnification. Each person who was or is made a party to or is otherwise involved in any action, suit or proceeding, whether civil, criminal, administrative or investigative (hereinafter a "proceeding"), by reason of
the fact that he or she is or was a director or an officer of the Corporation or is or was serving at
the request of the Corporation as a director, officer or trustee of another corporation or of a
partnership, joint venture, trust or other enterprise, including service with respect to an employee
benefit plan (hereinafter an "indemnitee"), whether the basis of such proceeding is alleged action
in an official capacity as a director, officer or trustee or in any other capacity while serving as a
director, officer or trustee, shall be indemnified and held harmless by the Corporation to the
fullest extent permitted by Delaware law, as the same exists or may hereafter be amended (but, in
the case of any such amendment, only to the extent that such amendment permits the Corporation
to provide broader indemnification rights than such law permitted the Corporation to provide
prior to such amendment), against all expense, liability and loss (including attorneys' fees,
judgments, fines, or penalties and amounts paid in settlement) reasonably incurred or suffered by
such indemnitee in connection therewith; provided, however, that, except as provided in Section
5.3 below with respect to proceedings to enforce rights to indemnification, the Corporation shall
indemnify any such indemnitee in connection with a proceeding (or part thereof) initiated by
such indemnitee only if such proceeding (or part thereof) was authorized by the Board of
Directors of the Corporation.

Section 5.2 Right to Advancement of Expenses. In addition to the right to
indemnification conferred in Section 5.1, an indemnitee shall also have the right to be paid by
the Corporation the expenses (including attorneys’ fees) incurred in defending any such proceeding
in advance of its final disposition (hereinafter an "advancement of expenses"); provided, however,
that, if the DGCL requires, an advancement of expenses incurred by an indemnitee in
his or her capacity as a director or officer (and not in any other capacity in which service was or
is rendered by such indemnitee, including, without limitation, service to an employee benefit
plan) shall be made only upon delivery to the Corporation of an undertaking (hereinafter an
"undertaking"), by or on behalf of such indemnitee, to repay all amounts so advanced if it shall
ultimately be determined by final judicial decision from which there is no further right to appeal
(hereinafter a "final adjudication") that such indemnitee is not entitled to be indemnified for such
expenses under this Section 5.2 or otherwise.

Section 5.3 Right of Indemnitee to Bring Suit. If a claim under Section 5.1 or
5.2 is not paid in full by the Corporation within sixty (60) days after a written claim has been
received by the Corporation, except in the case of a claim for an advancement of expenses, in
which case the applicable period shall be twenty (20) days, the indemnitee may at any time
thereafter bring suit against the Corporation to recover the unpaid amount of the claim. If
successful in whole or in part in any such suit, or in a suit brought by the Corporation to recover
an advancement of expenses pursuant to the terms of an undertaking, the indemnitee shall be
entitled to be paid also the expense of prosecuting or defending such suit. In (a) any suit brought by the indemnitee to enforce a right to indemnification hereunder (but not in a suit brought by the indemnitee to enforce a right to an advancement of expenses) and (b) in any suit brought by the Corporation to recover an advancement of expenses pursuant to the terms of an undertaking, the Corporation shall be entitled to recover such expenses upon a final adjudication that the indemnitee has not met any applicable standard for indemnification set forth in the DGCL. Neither the failure of the Corporation (including its directors who are not parties to such action, a committee of such directors, independent legal counsel, or its stockholders) to have made a determination prior to the commencement of such suit that indemnification of the indemnitee is proper in the circumstances because the indemnitee has met the applicable standard of conduct set forth in the DGCL, nor an actual determination by the Corporation (including its directors who are not parties to such action, a committee of such directors, independent legal counsel, or its stockholders) that the indemnitee has not met such applicable standard of conduct, shall create a presumption that the indemnitee has not met the applicable standard of conduct or, in the case of such a suit brought by the indemnitee, be a defense to such suit. In any suit brought by the indemnitee to enforce a right to indemnification or to an advancement of expenses hereunder, or brought by the Corporation to recover an advancement of expenses pursuant to the terms of an undertaking, the burden of proving that the indemnitee is not entitled to be indemnified, or to such advancement of expenses, under this Article V or otherwise, shall be on the Corporation.

Section 5.4 Non-Exclusivity of Rights. The rights to indemnification and to the advancement of expenses conferred in this Article V shall not be exclusive of any other right which any person may have or hereafter acquire under any statute, the Corporation’s Certificate of Incorporation, Bylaws, agreement, vote of stockholders or directors or otherwise.

Section 5.5 Insurance. The Corporation may maintain insurance, at its expense, to protect itself and any director, officer, employee or agent of the Corporation or another corporation, partnership, joint venture, trust or other enterprise against any expense, liability or loss, whether or not the Corporation would have the power to indemnify such person against such expense, liability or loss under the DGCL.

Section 5.6 Indemnification of Agents of the Corporation. The Corporation may, to the extent authorized from time to time by the Board of Directors, grant rights to indemnification and to the advancement of expenses to any employee or agent of the Corporation to the fullest extent of the provisions of this Article V with respect to the indemnification and advancement of expenses of directors and officers of the Corporation.

Section 5.7 Nature of Rights. The rights conferred upon indemnitees in this Article V shall be contract rights, and such rights shall continue as to an indemnitee who has ceased to be a director, officer or trustee and shall inure to the benefit of the indemnitee’s heirs, executors and administrators. Any amendment, alteration or repeal of this Article V that adversely affects any right of an indemnitee or its successors shall be prospective only and shall not limit or eliminate any such right with respect to any proceeding involving any occurrence or alleged occurrence of any action or omission to act that took place prior to such amendment or repeal.
ARTICLE VI

Stock

Section 6.1 Certificates. The shares of the capital stock of the Corporation need not be certificated.

Section 6.2 Lost, Stolen or Destroyed Certificates. The Corporation may issue a new stock certificate in the place of any certificate theretofore issued by it that is alleged to have been lost, stolen or destroyed, and the Corporation may require the owner of the lost, stolen or destroyed certificate or his or her legal representative to give the Corporation a bond sufficient to indemnify the Corporation against any claim that may be made against it on account of the alleged loss, theft or destruction of any such certificate or the issuance of any such new certificate. The Board of Directors may require such owner to satisfy other reasonable requirements as it deems appropriate under the circumstances.

Section 6.3 Stockholder Record Date.

(a) In order that the Corporation may determine the stockholders entitled to notice of or to vote at any meeting of stockholders or any adjournment thereof, entitled to express consent to corporate action in writing without a meeting, entitled to receive payment of any dividend or other distribution or allotment of any rights, or entitled to exercise any rights in respect of any change, conversion or exchange of stock, or for the purpose of any other lawful action, the Board of Directors may fix a record date, which record date shall not precede the date on which the resolution fixing the record date is adopted by the Board of Directors, and which shall not be more than sixty (60) nor less than ten (10) days before the date of any such meeting, nor more than sixty (60) days prior to any other action.

(b) If no record date is fixed by the Board of Directors, (1) the record date for determining stockholders entitled to notice of or to vote at a meeting of stockholders shall be at the close of business on the day next preceding the date on which notice is given, or, if notice is waived, at the close of business on the day next preceding the day on which the meeting is held; (2) the record date for determining stockholders entitled to express consent to corporate action in writing without a meeting, when no prior action by the Board of Directors is necessary, shall be at the close of business on the day on which the first written consent is expressed by the filing thereof with the Corporation as provided in Section 2.9 of these Bylaws; and (3) the record date for determining stockholders for any other purpose shall be at the close of business on the day on which the Board of Directors adopts the resolution relating thereto.

(c) A determination of stockholders of record entitled to notice of or to vote at a meeting of stockholders shall apply to any adjournment of the meeting; provided, however, that the Board of Directors may fix a new record date for the adjourned meeting.

(d) Only such stockholders as shall be stockholders of record on the date so fixed shall be entitled to notice of, and to vote at, such meeting and any adjournment thereof, or to give such consent, or to receive payment of such dividend or other distribution, or to exercise such rights in respect of any such change, conversion or exchange of stock, or to participate in
such action, as the case may be, notwithstanding any transfer of any stock on the books of the Corporation after any record date so fixed.

Section 6.4 Beneficial Owners. Except as otherwise provided in the Certificate of Incorporation or by law, the Corporation shall be entitled to recognize the exclusive right of a person registered on its books as the owner of shares to receive dividends, to vote as such owner, to hold liable for calls and assessments a person registered on its books as the owner of shares, and shall not be bound to recognize any equitable or other claim to or interest in such share or shares on the part of any other person, whether or not it shall have express or other notice thereof.

ARTICLE VII

Miscellaneous Provisions

Section 7.1 Waiver of Notice. Whenever notice is required to be given to any stockholder or director of the Corporation under any provision of the DGCL, the Certificate of Incorporation or these Bylaws, a written waiver thereof, signed by the person or persons entitled to notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice. In the case of a stockholder, such waiver of notice may be signed by such stockholder’s attorney or proxy duly appointed in writing. Attendance of a person at a meeting shall constitute a waiver of notice of such meeting, except when the person attends a meeting for the express purpose of objecting at the beginning of the meeting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the stockholders or directors need be specified in any written waiver of notice.

Section 7.2 Checks, Notes, Drafts, Etc. Checks, notes, drafts, acceptances, bills of exchange and other orders or obligations for the payment of money shall be signed by such officer or officers or person or persons as the Board of Directors may from time to time designate.

Section 7.3 Dividends. Dividends upon the capital stock of the Corporation, subject to the provisions of the Certificate of Incorporation, if any, may be declared by the Board of Directors at any regular or special meetings, and may be paid in cash, in property, or in shares of the capital stock of the Corporation. Before payment of any dividend, there may be set aside out of any funds of the Corporation available for dividends such sum or sums as the Board of Directors from time to time, in its absolute discretion, deems proper as a reserve for meeting contingencies, equalizing dividends, repairing or maintaining any property of the Corporation, or any other proper purpose, and the Board of Directors may modify or abolish any such reserve.

Section 7.4 Fiscal Year. The fiscal year of the Corporation shall be fixed by resolution of the Board of Directors.

Section 7.5 Facsimile or Electronic Signatures. In addition to the provisions for the use of facsimile or electronic signatures specifically authorized elsewhere in these
Bylaws, facsimile or electronic signatures of any officer or officers of the Corporation may be used whenever and as authorized by the Board of Directors.

Section 7.6 Construction. If and to the extent that any provision of these Bylaws conflicts with or is inconsistent with any provision of the Certificate of Incorporation, the Certificate of Incorporation shall be controlling. To the extent practicable, the conflicting or inconsistent provision of these Bylaws shall be construed in a manner consistent with the relevant provision of the Certificate of Incorporation.

Section 7.7 Reliance Upon Books, Reports and Records. Each director and each member of any committee designated by the Board of Directors shall, in the performance of his or her duties, be fully protected in relying in good faith upon the books of account or reports made to the Corporation by any of its officers, or by an independent certified public accountant, or by an appraiser selected with reasonable care by the Board of Directors or by any such committee, or in relying in good faith upon other records of the Corporation.

ARTICLE VIII

Amendments

Section 8.1 Amendments. These Bylaws or any of them may be altered, amended or repealed, and new Bylaws may be adopted by the affirmative vote of a majority of the Board of Directors at any regular or special meeting; provided, however, that the Bylaws may also be amended or repealed by the stockholders.
Resumes of Senior Management and Regional Director Assigned to Project-Jody Buchholz
Shawn Brenner

A highly versatile, proactive leader with a passion to deliver results, strong leadership skills and the ability to identify and capitalize upon opportunities to maximize company growth.

PROFESSIONAL EXPERIENCE

ROSS INNOVATIVE EMPLOYMENT SOLUTIONS, Detroit, Michigan, 1994-Present
  Chief Operating Officer
  • Develop and implement strategic business plans and organizational goals.
  • Recruit, train and provide direction and supervision to operating staff and oversee new program start up and project transition including facilities, partnerships and contract implementation.
  • Develop and manage operating budgets for programs.
  • Seek and pursue opportunities for organizational growth.
  • Manage policy and procedure development to ensure compliance with regulations and reporting requirements of funding agencies/firms.
  • Review and approve all proposals and negotiate all contractual agreements.
  Vice President of Program Operations
  • Increased size and scope of Ross IES
  • Monitor budgets, expenditures
  • Ensure programmatic success and expansion
  Director of Operations
  • Oversee all operations and personnel for Ross IES
  • Ensure program success and efficiency
  • Monitor budgets, expenditures
  Project Director
  • Supervised all aspects of first workforce development program for Ross.
  • Worked with local agencies to secure partnerships and MOU’s.
  • Oversaw all program objectives and ensured program success.
  Employer Account Representative
  • Placed program participants in jobs, averaged an 89% placement rate.
  • Worked with business community to secure job leads.
  • Employment follow up services.
  Case Manager
  • Was responsible for program implementation and start-up.
  • Supervised daily activities of Case Management team.
  • Monitored contract compliance, policies, and procedures.

CATHOLIC SOCIAL SERVICES, Port Huron, Michigan, 1992-2003
  Therapist
  • Provided direct supervision to Youth in transition.
  • Responsible for monitoring Youth.
  • Prepared written treatment plans and recommendations.
  • Work with Youth in summer placement program.

EDUCATION
Oakland University, Rochester, Michigan
BA Business and Human Services
Brenda J. Motley-Aikens, Esq.

A highly experienced Operations Executive who has demonstrated the ability to lead diverse teams of professionals to new levels of success in high volume, multi-task environments. Strong human service and business qualifications with an impressive track record of more than 30 years of hands-on experience in project/grant management, strategic planning, and team building. Proven ability to successfully identify, analyze and formulate solutions to operational and organizational deficiencies and identify potential opportunities. Analytical thinker with the ability to develop innovative solutions for improving performance outcomes and customer service offerings.

Core Competencies
- Visionary Leadership
- Operations Management
- Strategic Planning
- Problem Solving
- Communications
- Financial Management
- Strong Organizational and Business Management Skills

PROFESSIONAL EXPERIENCE
Ross Innovative Employment Solutions, Detroit, Michigan
2002 – Present
Vice President

Direct project teams, in multiple locations, with responsibility for overall accountability for program performance, quality of service, and contractual commitments to the funding agencies. Responsible for providing strategic, fiscal and operational leadership, analyzing program performance and making decisions to ensure that contractual and company goals and objectives are met. Interface with funding agencies, business and community stakeholders.

City of Detroit (1970 – 2001)
Employment and Training Department (1979 – 2001)

Successively promoted to positions of increased responsibility based on consistently exceeding goals and expectations. Retired from the position of Deputy Director of the department.

Selected Contributions:
- Managed day-to-day operations of department with over 90 employees and over $90,000,000 in federal and state grants;
- Designed, organized and implemented a Job Development Unit resulting in increased placement of welfare recipients’ participants in the Welfare-to-Work program;
- Planned, coordinated, implemented and managed activities associated with the operation of a Summer Youth Intake Center serving over 5,000 Youth;
- Grievance Administrator for discrimination and non-discrimination complaints;
- Conducted orientation and leadership training sessions for over 100 community worksite supervisors and over 60 City of Detroit personnel assigned to the Summer Youth Program;
- Developed and authored Procedures and Training Manual for Summer Youth worksite supervisors;
  Maintained effective relationships with contractors, sub-contractors, governmental agencies, businesses and community stakeholders.

**EDUCATION**

**Juris Doctor**

**WAYNE STATE UNIVERSITY SCHOOL OF LAW**, Detroit, Michigan

**Masters of Art, Counseling** - **Bachelor of Science, Education**

**WAYNE STATE UNIVERSITY**, Detroit, Michigan

**Certified SCAO Approved Civil Mediator**

**Certified Workforce Development Professional**

**Leadership Detroit – Class XXVI**

**BAR ADMISSIONS**

State of Michigan

United States District Court, Eastern District of Michigan

**AFFILIATIONS**

Booker T. Washington Business Association – Member

Community Social Services of Wayne County – Chair of the Board

Legal Aid & Defender Association (former Board member and Vice Chairperson of the LSC Policy Board)

National Association of Workforce Development Professionals – State of Michigan elected Board Member and member of the Executive Committee

Women Lawyer's Association of Michigan – (former Secretary of the Board, Executive Committee Member)

Alkebulan Village – Board Member

**Awards/Recognitions**

Imani Award – Alkebulan Village

Award of Excellence – Legal Aid and Defender Association, Inc.

2011 Woman of Excellence – Michigan Chronicle

Leadership Recognition Award – Catholic Social Services of Wayne County

Who's Who in Black Detroit – Fourth and Fifth Editions
Lynn A. Fournier

Dynamic, self-directed manager with 30 years' experience in human services, education, and customer service. Qualifications include:

- Marketing Strategy and Analysis
- Customer Relations Management
- Curricula development
- Effective Service Delivery
- Budgetary Planning and Control
- Motivational Training & Development
- All Microsoft Office packages
- Hiring and Evaluation
- Presentations, Research, & Training
- Proposal Writing

PROFESSIONAL EXPERIENCE

ROSS INNOVATIVE EMPLOYMENT SOLUTIONS, Detroit, Michigan 1997-Present

Vice President, Contracts Management

- Completes all budgets for new proposals as well as renewals and modifications.
- Provides information to each Project Director affected by each specific grant, explaining goals, objectives and procedures for recruitment, enrollment, completion, placement, billing and reporting requirements.
- To ensure contract compliance, monitors program delivery to ensure that enrollment goals are met; completion and placement goals are met; billing is completed and submitted as required; reporting requirements are being met; and the program is prepared for monitoring visits.
- Maintains master files of grants, contacts and all pertinent Ross paperwork, such as insurance updates and audits.
- Meets with WDB staff to negotiate and work out terms of contracts including start dates, entrance requirements, outcome objectives, and reporting and billing procedures.

Administrative Case Manager

- Assists customers in completing application and eligibility requirements for program identified during interview and assessment.
- Ensures that overall case management and employer recruitment strategies and implementation are effective.

Project Director

- Supervised case management and instruction for adult education program.
- Coordinated with partner agencies and Michigan Department of Career Development.
- Oversew all program objectives and ensured program success.
- Succeeded in billing for 150% over contract budget.

Assistant Director

- Was responsible for program implementation and start-up.
- Supervised daily activities of Case Management team.
- Monitored contract compliance, policies, and procedures.

Placement Coordinator

- Conducted job search seminars and averaged an 85% placement rate.
- Provided individual and group labor market and job search counseling.
- Assisted participants in development of job search materials and follow-up.

EDUCATION

EASTERN MICHIGAN UNIVERSITY, Ypsilanti, Michigan  MPA
Organizational Development

MICHIGAN STATE UNIVERSITY, East Lansing, Michigan  BA
Criminal Justice
JODY A. BUCHHOLZ

A conscientious, self-directed and energetic manager with extensive experience in human services, education, and customer service. Demonstrated commitment to productivity with a desire to make a positive contribution in the achievement of program goals and objectives.

EDUCATION
Michigan State University
B.A. Education / Graduated with Honors
East Lansing, MI

I. PROFESSIONAL EXPERIENCE

1997 – Present
Ross Innovative Employment Solutions
St. Clair, MI

Regional Director:
- Responsible for oversite of assigned projects/programs in three states
- Monitor contract compliance, policies and procedures
- Identify, analyze and formulate solutions to operational and organizational deficiencies
- Participates in the design, development and implementation of new programs/projects.

Project Director:
- Hire, supervise and evaluate project staff
- Responsible for effective delivery of six State and Federal programs.
- Prepare and maintain records, reports and budgets
- Establish linkages within community to ensure that customer needs are met

Livingston County Job Training Services
Howell, MI

Training Services Coordinator
- Supervised daily activities of Case Management Team
- Assisted customers in identifying and accessing necessary support services.
- Monitored contractors to ensure compliance with regulations.
- Provided crisis intervention counseling and referrals addressing barriers to job search and employment.

Training Services Specialist
- Conducted job search seminars and provided job search counseling.
- Coordinated seminar and trade show presentations and promotions.
- Served as a liaison to contractors, schools and community agencies on eligibility questions, agency procedures, and reporting requirements.

II. RELEVANT EXPERIENCE

- Member of the National Association of Workforce Development Professionals (NAWDP)
- Certified Workforce Development Professional (CWDP)
- Imagine 21 – Fast Track to Change Training Facilitator
- Proficient in Microsoft Office [MS Word, Excel, PowerPoint, Outlook]
- Serve as a Board Member on a variety of Community Organizations
Job Descriptions and Resumes of Staff Assigned to Project
**Ross Innovative Employment Solutions**

**POSITION TITLE:** Regional Director  
**REPORT TO:** Vice President

**JOB SUMMARY**

The **Regional Director** is responsible for management of their assigned region of Ross IES projects/programs and provides supervisory oversight to all assigned Directors. The Regional Director is responsible for ensuring program quality and achievement of program outcomes, contract compliance, and effective project reporting to funding organizations and corporate management. The Regional Director also directly participates in the development and implementation of new program/projects.

**II. JOB DUTIES AND RESPONSIBILITIES**

1. Provides oversight and management for supervisory staff and operations for their assigned programs.
2. Ensures fiscal responsibility with program dollars and monitors expenses.
3. Creates a collaborative work environment within the system.
4. Assists with new program start up functions.
5. Ensures procedures are established, followed and maintained for a seamless delivery of services.
6. Conducts internal monitoring and performance oversight.
7. Assists in the creation of company training, presentations and proposal writing.
8. Represents the company at any events, funding agency or board meetings as needed.
9. Creates standard operating procedures with local supervisor and updates.
10. Forecasts and monitors program outcomes to ensure program quality and contract compliance.
11. Ensures consistent program delivery at all centers.
12. Provides technical assistance related to program and performance.
13. Approves system enrollments and exits along with local directors.
15. Establishes and maintains a continuous improvement and evaluation process within their centers.
17.Ensures that all Federal, State and Agency performance and financial reporting is maintained and provided as requested.
18. Conducts regular program monitoring of files, ECR and MIS to ensure accuracy.
19. Attends additional trainings, workshops, conferences as requested.
20. Works with local supervisor to ensure a quality customer experience.
21. Hires and orients new supervisors with project goals and activities, job duties and company specifics.
22. Evaluates program's performance and effectiveness.
23. Work as part of the corporate team to plan organizational growth strategy.
24. Any and all additional job duties as required.

**III. JOB REQUIREMENTS**

1. Uphold organizational standards of excellence for the organization.
2. Excellent supervisory and leadership skills.
3. Must be timely and responsive to system inquiries and corporate needs.
4. Plan and organize activities; utilize effective problem-solving skills.
5. Ability to relate in a positive, motivational manner to staff, funders and boards.
7. Ability to effectively communicate with funding agency representatives/boards regarding program operations.
8. Ability to work independently and simultaneously manage multiple projects and activities.
9. Ability to effectively communicate program status and needs to corporate management.
10. Must have valid driver's license and transportation.
11. Travel is required for this position.

IV. QUALIFICATIONS
1. Baccalaureate Degree is required.
2. Minimum 3 years related work and supervisory experience.
I. JOB SUMMARY

The Project Director reports to the Ross/IES Corporate Supervisor. The Project Director is responsible for the effective operation of all Career Center services and ensures that services are provided universally using an integrated, customer-driven approach, allowing for customer choice. The Project Director is responsible for ensuring that customer feedback is collected and for obtaining and maintaining performance-driven, outcome-based measures. The Project Director coordinates services among Career Center partners and community agencies.

II. JOB DUTIES AND RESPONSIBILITIES

One-Stop Responsibilities
1. Provides oversight and management for each of all Career Centers and access points;
2. Coordinates the resources of the Career Centers;
3. Supervises staff located within each Career Center;
4. Creates a collaborative work environment with all Partners;
5. Provides staff development opportunities;
6. Coordinates outreach and recruitment efforts among the partners;
7. Works with community social services and education provides for effective service delivery;
8. Ensures procedures are established and maintained for a seamless delivery of services;
9. Obtains customer satisfaction reports;
10. Supervises and manages the Job Seeker Unit staff;
11. Manages contracts and monitors expenditures;
12. Develops and maintains operational procedures within the One Stop system;
13. Establishes and maintains a continuous improvement process within the Career Centers;
14. Establishes and maintains a continuous evaluation process within the Career Center;
15. Ensures that resources are assigned to the Quality Unit;
16. Supervises a core Management Information System Unit;
17. Determination of eligibility for the WIOA program;
18. Ensures that all Federal, State and Agency performance and financial reporting is maintained and provided as requested;
19. Accepts responsibility for the provision of quality customer service and the effectiveness of all project staff.

Staff Responsibilities
1. Interviews and hires staff members;
2. Orient new employees with project goals and activities, job duties and expectations, employment benefits and employee handbook;
3. Evaluates employee's performance and effectiveness in dealing with customers;
4. Attends required general information meetings conducted by funding agencies.

III. JOB REQUIREMENTS
1. Ability to apply basic principles and techniques of supervision;
2. Ability to interact and communicate effectively with partner and community agencies;
3. Ability to plan and organize activities; utilize effective problem-solving skills;
4. Ability to interview and hire effectively;
5. Ability to relate in a positive, motivational manner to customers/staff/partners;
6. Knowledge of workforce development issues and job search/placement strategies;
7. Any and all job duties as required.
IV. MINIMUM QUALIFICATIONS
   1. Baccalaureate Degree is required.
   2. Minimum 4 years related work and supervisory experience.
I. JOB SUMMARY

The Regional One Stop Coordinator works under the supervision of the Regional Director and leads the process of management and coordination of service delivery and management among system partners. This role is integral to an effective workforce system through resource and facility coordination as well as service strategy planning and coordination of partners.

II. JOB DUTIES AND RESPONSIBILITIES

A. Work to communicate a common vision within the WDB system of partners.
B. Collect and analyze data for compilation and presentation to the board or other system leaders.
C. Monitor and review organizational flow, procedural, or operational systems for effectiveness and efficiency.
D. Research new or improved business and management practices for application to agency programs or operations.
E. Lead, monitor implementation necessary changes to business plan.
F. Develop and maintain system standard operating procedures/manual.
G. Analyzes new or proposed WIOA legislation or regulations to determine their effect on program operations, system and management.
H. Develop a system training schedule to provide high quality training to all staff.
I. Serve as a point of contact for technology issues, ensure issues are resolved and track issues for the system.
J. Lead monthly partner meetings to plan, discuss and adjust system coordination.
K. Oversee the implementation of partner Memorandums of Understanding.
L. May assist with development of publications for the system.
M. Develop and maintain processes for customer satisfaction reporting.
N. Monitor supplies and arrange for and/or place orders and track partner usage.
O. Prepare comprehensive technical records and reports to present and interpret data, identify alternatives, and make and justify recommendations.
P. Review industry developments and make recommendations for possible agency application.
Q. Work with the facilities coordinator to monitor, track and address building issues.
R. Design, evaluate, and recommend changes of workflow, forms and reports.
S. Ensure implementation of all required forms and reports at the workforce centers.
T. Review forms and reports and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.
U. Plan study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis.
V. Performs any additional duties as assigned.

III. JOB REQUIREMENTS

A. Knowledge of WIOA Federal and State departmental policies, procedures, and methods preferred.
B. Ability to analyze problems, to recommend and present alternative solutions, to develop and interpret policies and procedures, to conduct studies, to provide training, to implement policies and procedures, to prepare concise reports, to communicate effectively, and to train others.
C. May require some local travel and on occasion some nontraditional hours.
D. Must possess a valid driver’s license and transportation.

IV. MINIMUM QUALIFICATIONS

A. Bachelor’s degree in sociology, business, or public administration, education, psychology, or a related field is required and with related experience.
B. Ability to multitask, problem solve, and analyze systems, policies and procedures for optimal effectiveness.
C. Strong interpersonal skills required.
ROSS INNOVATIVE EMPLOYMENT SOLUTIONS

POSITION TITLE: Career Specialist
REPORT TO: Project Director

I. JOB SUMMARY
The Career Specialist works under the direction of the Project Director and provides career guidance, case management and follow up to participants to assist them with their program goals.

II. JOB DUTIES AND RESPONSIBILITIES
A. Conducts interviews and assessments to identify participant needs, interests, and abilities.
B. Ensures participant appropriateness and eligibility prior to enrollment.
C. Coordinates with participant to develop Individual Service Strategy/Individual Employment Plan (IEP).
D. Provide assistance or referrals to participants to successfully complete objectives.
E. Refer participants to alternate agencies for additional programs for assistance as needed
F. Assist in meeting program goals and ensuring positive outcomes.
G. Maintain and enter data input into case management system in compliance to program guides.
H. Conduct workshops, presentations and program orientation.
I. Assist with On-the-Job (OTJ) training, job placement or work experience assignments as needed.
J. Provide career guidance, job search assistance and case management to assist participant in addressing barriers to job search, training and employment;
K. Maintain current and accurate documentation in data input system pertaining to but not limited to internal and external resource referrals, employment barriers including financial management, childcare, transportation services, parenting skills, etc.
L. Provide follow up to assess participant progress and provide additional resources as needed.
M. Attend community, partners, and business events as needed to fulfill program commitment and achieve program goal.
N. Any and all additional job duties as required

III. JOB REQUIREMENTS
A. Excellent communications skills.
B. Accurate reporting, timely case noting into system.
C. Ability to effectively interact with participants.
D. Knowledge of community social services/support agencies.
E. Some local travel may be required.
F. Some occasional nontraditional hours may be required.
G. Commitment to providing friendly, customer-centered services.
H. Strong computer skills and ability to read and interpret reports.

IV. MINIMUM QUALIFICATIONS
A. Baccalaureate Degree in human resources, behavioral science, social work, or a related field is required.
B. Demonstrated prior work experience in a related area.
Stephanie R. Ferguson
C: (843) 908-3268
sferguson9675@yahoo.com

Abilities and Skills
Excellent communication, organizational, and problem-solving skills. Strong interpersonal and facilitation skills.
Flexibility to adjust quickly to changing priorities. Counseling expertise, attention to details, computer competencies, and empathy. Excellent ability to adapt to difficult situations. Detail oriented, Capable problem solver; Exceed-WIOA obligations regarding defined positive outcomes and retention measures and follow-up. Proficient at Excel, Microsoft Word; Good organizational skills.

Work Experience
ROSS Innovative Employment Solutions
January 2021-Present

Project Director
Facilitate meetings, manage presentations, monitor performance measures. Prepare reports for funders and regional office; Implement process improvements; Communicates updates to team and areas of responsibility.
Reports concerns to Regional Director and the progress of the program. Discuss the attained of workforce goals on meeting performance measures. Delegates duties to Career Specialist.
Provides onsite support as needed for Career Specialists.

ROSS Innovative Employment Solutions
July 1, 2019- July 26, 2019

Lead Career Specialist
Supervise case management staff and oversight of program operations. Coordinate with partner agencies and work with funding agency. Assist in the recruitment, eligibility documentation, workshop presentations, developing resources, conducting assessments, and progressive case management.

Lowcountry Council of Governments
March 2, 2007-June 28, 2019

Workforce Developer
Assist individuals who have questions about different careers and educational paths; Administer personality and interest assessments. Counsel clients who are considering a career change.
Evaluate clients educational and work backgrounds in order to help them determine what they need to do next to achieve their goals. Maintain case records detailing service needs and activities/arrangements for their fulfillment.

CVS Pharmacy
July 2004-March 2007

Pharmacy Technician
Worked with pharmacists to help prepare and give out prescription medication; Took prescriptions over the phone and in person, worked with health professionals and customers, helped mix medicines, counted pills, measured medication, labeled and gave instructions for medicine, and helped take payments. Set up consultations and recommendations with the Pharmacist.
SC Department of Corrections  
Ridgeland, SC  
September 1999- May 2004  
**Corporal**

Enforced rules and regulations; Maintained security by preventing disturbances, assaults, and escapes. Supervised the daily activities of inmates, ensuring that inmates obeyed the rules. Also ensured the whereabouts of all inmates. Searched inmates for contraband items; Reported on inmate conduct

**Educational Background**

Southern Wesleyan University  
Bachelor of Science Degree in Human Services- Minor in Counseling

**Additional Information**

TAD Grants Certificate of Completion  
2018

Career Advising and Case Management Training

Lengel Vocational Services, Inc  
2009

Career Development Facilitator
Mark A. Williams
Beaufort SC 29906 858-380-9150
mrmrk1005@gmail.com

Social Services Professional
Counseling/Case Manager/Administration
Community Outreach/Program Development & Implementation Organizational
Leadership/Quality-Control &Risk Management

EMPLOYMENT EXPERIENCE
Ross Innovative Employment Solutions
Regional One Stop Manager J uly 2022 - Present
One Stop Center Manager July 2019 – July 2022
Eckerd
One Stop Center Manager August 2018 – June 2019

Promoted to Regional One Stop Manager to provide administrative support to the staff in the Trident area of Charleston SC, Berkley county and Dorchester by conducting Partners meetings, assisting in daily operations, or just keeping a good positive process going with Customers and staff relations.
Continuing One Stop Center operations in Beaufort, Colleton and Hampton counties, supervising center welcome desk staff, ensuring that clients are supported in job search, unemployment claims and job readiness.
In conjunction with the Department of Employment Workforce Services Regional Manager, ensures that the day-to-day center operations run smoothly for both employees, experience workers and clients.
Recruit and coordinate with community resource partners to better serve One Stop Center clients. Ensures that all community partners understand One Stop Center mission and that all partners are effectively working together to meet and exceed service goals.
Collects and maintains data to create monthly and quarterly center operating reports detailing center client traffic to include veterans and clients seeking adult education.
Attends community economic develop board meetings to stay abreast of employer needs, ensuring that we continue to best serve client job seekers and employers.
Attends integrated business service team meetings
Interprets federal legislation, state guideline, and communiqués for appropriate implementation to ensure quality services in all One Stop Centers.
Maintain and establishes policies and procedures for smooth One Stop Center operations.
Assists in creating and maintaining agreements (MOUs & MOAs) with partners in the region.
Assists with the development program budgets and manage programs within budget.

Job Skills 101 Reentry Program Specialist October, 2016 – Present
Coordinate and facilitate Reentry Job Skills 101 Workshops on topics such as: initial South Carolina Employment Services Orientation, Dressing for Success, Mock Interviews, Resume Writing, How to Complete Employment Applications.
Hosted workshops in Beaufort, Jasper & Hampton County to include AMIKids of Beaufort, Beaufort County Detention Center, Estill Federal Prison, Hampton Detention Center and Ridgeland Correctional Facility.

Ross Innovative Employment Solutions 57
South Carolina Department of Employment and Workforce
Veteran Workforce Consultant
June, 2015 – August, 2018
Provided intensive services to meet the employment needs of disabled veterans and other eligible veterans, with maximum emphasis directed toward serving those who were economically or educationally disadvantaged, including homeless veterans and veterans with barriers to employment.
Conducted outreach and built partner relationships with county non-profits and other services to better support veterans.

Department of the Navy: (Lockheed Martin Contract Employee)
Security Automation Assistant GS-5 San Diego, CA
May, 2009 – December, 2013
(Acting Supervisor) Prepared Security Support documents to include; auto decals, temporary base access passes, contractor/vendor and visitor passes to authorized civilian and military personnel.
Reviewed and validated contractor applications, base access lists for day-to-day workers and civilians having permission to enter base for special events. Prepared and issued photo identification badges to DOD civilian employees, base vendors, and construction contractors.
As acting Supervisor, all office staff reported to me for day-to-day support and to handle all issues with any civilian, DOD or military customer. Maintained open communication with all levels of security personnel in my chain of command, keeping them abreast of all office and personnel activities.

United States Navy, San Diego, CA;
Military Police Officer
February, 1989 – March, 2009
Provided Navy ships and commands with force protection and assisted in maintaining good order and discipline among all command enlisted personnel. Assisted in apprehensions, conducted crime investigations/interrogations and prepared required incident reports.
Also officiated as Master at Arms for all base Captain’s Mast hearings, monitored urine analysis for command personnel, packaged and mailed samples for controlled substance testing.
Physical Security: Inspected safes for security violations. Trained in riot control. Reviewed and reported results of physical security inspections to Commanding Officer’s office. Assisted in developing command physical security plans and assisted in implementation of command physical security plans.
Security Admin: Maintained personnel training jackets and worked in the base access pass and decal office which included: checking registrations, proof of insurance and ensuring that each applicant possessed all necessary required documentation to obtain a base decal/temporary pass. Also conducted vehicle safety inspections as required for random automobiles entering the base.

CERTIFICATION:
NCDA-National Career Development Association
Facilitating Career Development
August, 2017

EDUCATION:
University of Phoenix
Bachelor’s Degree Program
Degree in Criminal Justice
Graduated May, 2013

Ross Innovative Employment Solutions
United States Military Schools
(Military Law Enforcement)

**RELATED SKILLS AND TRAINING**
Strong Team Leader
Outstanding Public Speaker
Creative Problem Solver

Job Related Course Work
1989-2009

Great Communicator
Positive Community Liaison
Community Volunteer
SHEILA BOVAIN
Brunson South Carolina, 29911 • bovainsheila@yahoo.com • Cell: (803) 999-8576

Summary of Qualifications:
*Caseload Management
*Regulatory Compliance
*Reporting / Documentation
*Recruitment/Enrollment

*Counseling
*Inter-Agency Communication
*Community Outreach
*Refer for ACT WorkKeys/TABE

PROVEN RELEVANT EXPERIENCE

Ross Innovative Employment Solutions
Hampton, South Carolina
July 2019 – Current

Career Specialist
Provide career and on-going case management services to youths, adults and dislocated worker in the Lowcountry region while maintain documentation to support the individual employment plans and progress made. Conduct outreach and recruitment services to find eligible youths/adults/DW's to participate in the WIOA program. Assist eligible youth, adult and DW's participants in obtaining skills development, higher education/training, career planning and employment. Knowledge of WIOA policies, procedures and reporting requirements. Conduct and maintain contact with partners/community organizations for the purpose of outreach, recruitment and positive public relations. Assist individuals in identifying and addressing barriers to employment and refers to services to partner and community resources as necessary. Provide job development and appropriate Youth Service for Youth through the WEX experience program. Conduct follow-up services with individuals twelve months after the individual gain employment and exit the program. Refer job seekers to the On-the-Job Training (OJT) Specialist for soft skills workshops/employment. Performs data entry functions by keying data into the computer system and uploading documents into the system Communicates and collaborate with supervisor, co-worker, partner agencies and the community.

LOWCOUNTRY COUNCIL OF GOVERNMENT
AGING DEPARTMENT/ROSS
Yemassee, South Carolina
May 2017 – July 2019

Workforce Developer
Recruits and screens youth/adult participants. Conduct outreach services to find eligible youths/adults to participate in the WIOA program. Assist with employment and career planning. Assist eligible youth and adult participants in obtaining skills development and training. Provides on-going case management. Performs data entry functions by keying data into the computer system and uploading documents into the system as well. Communicates and collaborate with supervisor, co-worker, partner agencies and the community to coordinate activities, review status of work, exchange information, resolve problems and provide services for indiviual in our services area.

HAMPTON COUNTY COUNCIL ON AGING
Hampton, South Carolina
July 2016 – May 2017

Assistant Site Manager (Part-time)
Assist: site manager with daily operation of the center. Create and prepare monthly activity calendars by using internet, Word, and Excel for seniors to perform daily tasks. Check temperature, pack/prepare and transport meals for the "Meals on Wheels" program to be delivered to senior in their homes. Completed training/webinars online for Emergency Management institute, FEMA and National Incident Management System, (NIMS). Transport seniors from home to center daily and on trips/events during the month.

DEPARTMENT OF SOCIAL SERVICES
Beaufort, South Carolina
December 2012 – November 2015

PROJECT HOPE

Case Manager/Career Counselor (Temporary “Grant” Position)

Conduct interviews with selected Fi and SNAP benefits participants. Administrate TABE, Work keys and Work Readiness Assessments to selected participants. Provide instructions and career counseling to participants for boot camp. Conduct educational workshops that focus on the areas of Goal Setting, Time Management, Learning Styles, Soft Skills and Good Work Ethics. Prepare participants for health occupation studies at a local technical college. Assist participants with seeking for employment and conduct 6-month follow-up of job retention afterwards.

LOWCOUNTRY COUNCIL OF GOVERNMENT
Yemassee, South Carolina
AGING DEPARTMENT
November 2011 – September 2012

Program Coordinator

Coordinate chronic disease self-management workshop for senior with chronic illness. Collaborate with business, churches and organization to schedule health workshops onsite for seniors in the community. Recruit and trained volunteers to become leader to help conduct workshops in the community.

LOWCOUNTRY COUNCIL OF GOVERNMENT/
Yemassee, South Carolina
WORKFORCE INVERSTMENT ACT PROGRAM (WIA)
May 2009 - November 2011

Youth Counselor/ ICARE Counselor (Aging Dept.)

Coordinate services with school personnel, partners, service providers, case managers and other community agencies. Recruit and retain customer in pursuing a new career. Serve as a liaison for the Workforce Development. Provide counseling to dislocated workers, adults and youth seeking assistance in achieving academic and employment success though effective and comprehensive activities, which include a variety of options for improving educational and skill competencies; and provide effective connections to employers. Provide clients with the necessary referrals to partner agency for further resources. Conduct daily assessment with students. Prepare and conducts onsite workshops with all clients, resume, job readiness, budgeting, and interviewing mock sessions. Organized summer youth program for Low Country Counties. Conduct training and orientation for volunteers to help assist the senior with Medicare question. Provided clients with referrals to partners agencies to help assist them with services needed.

ALLENDALE COUNTY SCHOOL DISTRICT
Allendale, South Carolina
August 2004 – February 2009

Long-Term Teacher’s Aid

Conduct activities that stimulated growth in language and social skills. Took attendance and kept detailed records. Assist lead teacher with teaching academic, social and motor skills. Follow curriculum guidelines
and requirements of state and school. Lectured, demonstrated and used audiovisual teaching aids to present subject matter to class.

LOWCOUNTRY COMMUNITY ACTION AGENCY
Walterboro, South Carolina
May 2007 – August 2008

Youth Counselor (Summer Employment)

Conduct an orientation on character building and good work ethics. Network with local business and agency to find job placement for experience for youths ages 14 -18 years old. Place and monitor participants onsite for employment with different agencies in the Hampton and Colleton County. Collect and record time sheets bi-weekly for payment disbursement. Arrange and schedule graduation for participants at the program.

Education and Training

Career Development Facilitator  • MILLANDS TECH  COLUMBIA, SC
Bachelor's Degree in Health and Recreation  • VOORHEES COLLEGE  DENMARK, SC
Kelly P. Wright  
Beaufort S.C. 29902  
Cell: 854-212-9296  
Kellypwright86@gmail.com  

Summary: Dedicated, compassionate, hard worker with four years’ experience working at a domestic violence shelter and over ten years’ experience in the customer service field. Helping people has always been my passion.  

Skills  
- Solid skill at client registration procedures  
- Caring and Empathetic  
- Strong verbal and written communication skills.  
- Critical thinking and problem.  
- Advocate for Domestic Violence and sexual assault victims.  
- Understands patient confidentiality and HIPAA rules.  
- Computer literacy  
- Good knowledge of medical terminology  
- Excellent data entry  
- Strives to make patient registration process as pleasant as possible  
- Conflict resolution  
- Strong focus on good client's service delivery.  
- Claims Handling  
- Knowledgeable in Word, Excel, PowerPoint, Outlook, Adobe Acrobat and Microsoft teams.  

Experience:  

Ross Innovative Employment Solution – FEB. 2023 -  
- Conducts interviews and assessments to identify participant needs, interests, and abilities.  
- Coordinates with participants to develop Individual Service Strategy/Individual Employment Plan (IEP).  
- Document all activity timely and accurately into case notes.  
- Provide assistance or referrals to participants to successfully complete objectives.  
- Conduct workshops, presentations and program orientation.  
- Assist with On-the-Job training (OJT) training, job placement or work experience assignments and paperwork as needed.  

CVS – Aetna – SEPT. 2022 – JAN. 2023  
- Process all insurance claims by reviewing the customer’s policy in relation to the claim being made.  
- Determine coverage if any and the impact on the future coverage of the client  
- Investigate the claim to ensure it is accurate and true  
- Communicate often with customers to give and receive updates for the claim  
- Work with insurance brokers when a customer needs to make a change because of a claim.  
- Enter all data into the computer system for future reference.
• verified recorded and covered all insurance claims made by customers.
• Released payment checks or rejection notices.
• Cross referenced insurance claim with insurance policy coverage and benefits to
determine validity of the claim.

DOMESTIC VIOLENCE CASE MANAGER
Hopeful Horizons domestic Violence shelter - NOV. 2017 – MAR. 2022
• Adhere to all agency and program policies and procedures and work within the context of the
agency team values – compassion and respect, excellence, and teamwork.
• Demonstrate cultural competence with ability to work with diverse populations within the
community and with agency staff members.
• Respond to callers in crisis by answering the Family Violence/Sexual Assault Hotline and
completes a phone assessment of the caller’s need and provides them with information and
referral, crisis counseling, safety planning and any additional information requested by caller.
Completes the appropriate hotline forms and enters the call into Collaborate and Apricot.
• Assist service recipient through the following activities, which shall include but not be limited to
comprehensive assessment crisis intervention, service/goal setting, follow-up, linking with agency
and community resources, advocacy and intervention on the client’s behalf, court related services,
safety planning, housing services, employment, and other services as needed.

CREDIT SPECIALIST
Financial Education Services - DEC. 2016 – NOV. 2017
• Assisted clients with credit repair and restoration, debt negotiation, and bankruptcy counseling.
• Provided customers with financial education to help them make better money management
decisions in the future.
• Created a plan for each customer based on their individual needs and goals that included reducing
debt, increasing income, creating budgets, saving money, etc.
• Contacted creditors by phone or mail to negotiate settlements of debts owed by customers
including medical bills, utility bills, student loans, auto loans/leases, mortgages, etc.
• Communicated with customers regarding progress towards financial goals as well as any obstacles
encountered along the way so they can be addressed immediately if possible or at least before
moving forward with other steps in the process.

Education
• 08/1984-06/1986 Graduated from Battery Creek High

Certificates
• HIPAA Privacy Dental, HMO and Traditional (3953)
• Medical Terminology – The Basis (14862)
• Medical Terminology – Intermediate (11357)
• Microsoft Office Specialist: Expert (Office 365 and Office 2019)
• Project Management Professional (PMP) (Project Management)
• Risk Assessment

Tranice Jenkins
Tranice_Jenkins@yahoo.com
Beaufort, SC 29907  
(843)-986-8177

Dedicated professional with a Masters degree in Human Resource Management searching for an entry-level Human Resource Position with a company that will allow the use and growth of my administration skills, interpersonal abilities, and career advancement.

PROFESSIONAL EXPERIENCE

ROSS Innovative Employment Solutions - Beaufort, SC  
February 2022 - Present  
Career Specialist

• Conducts interviews and assessments to identify participant needs, interests, and abilities.
• Documents all activity timely and accurately into case notes.
• Coordinates with participant to develop Individual Service Strategy/Individual Employment Plan (IEP).
• Provide assistance or referrals to participants to successfully complete objectives.
• Refer participants to alternate agencies for additional programs for assistance as needed
• Assist in meeting program goals and ensuring positive outcomes.
• Maintain and enter data input into case management system in compliance to program guides.
• Conduct workshops, presentations and program orientation.
• Provide career guidance, job search assistance and case management to assist participant in addressing barriers to job search, training and employment;
• Maintain current and accurate documentation in data input system pertaining to but not limited to internal and external resource referrals, employment barriers including financial management, child care, transportation services, parenting skills, etc.
• Conducts follow up services.
• Attend community, partners, and business events as needed to fulfill program commitment and achieve program goal.

Child Abuse Prevention Association (CAPA) - Beaufort, SC  
June 2021 - February 2022  
Family Resource Case Manager

• Managed a caseload of 10+ cases by assisting families in obtaining necessary paperwork from the Department of Social Services or other regulatory agencies and liaisons between the Department and the family to ensure open and transparent communication.
• Assisted family in obtaining clothing, supplies, medications, or equipment for children placed in their home.
• Assisted family in enrolling the child in daycare or school to aid in placement stability
• Assisted the Department of Social Services and/or the CAPA resources family in obtaining the appropriate medical, dental, or behavioral health assessments in a timely manner.
• Maintained timely and accurate documentation both electronically and otherwise.
• Staffed case load weekly with supervisor
Conducted monthly visits with licensed resource families who have foster children in their home
Conducted quarterly visits with licensed resource families who do not have foster children in their home.

**Department of Social Services (DSS) – Charlotte, NC**
March 2020- March 2021
Child Welfare Specialist II
- Managed a caseload of 25+ cases by engaging children and families in development of treatment plans; provides accessed services while monitoring behavior changes.
- Documented document activities for case files; ensuring needed services are linked to care providers.
- Participated in supervision and legal consults; prepares court documents; collaborates with Guardians Ad Litem; law enforcement and service providers.
- Testified in court; prepares and presents information to the Foster Care Review Board.
- Planned and executes case work activities to facilitate safety, permanence, and well-being of children who have experienced abuse and/or neglect

**Department of Social Services (DSS) – Rock Hill, SC**
March 2018 - March 2020
Human Services Specialist II
- Managed a caseload of 25+ cases by engaging children and families in development of treatment plans; provides accessed services while monitoring behavior changes.
- Documented activities for case files; ensuring needed services are linked to care providers.
- Participated in supervision and legal consults; prepares court documents; collaborates with Guardians Ad Litem; law enforcement and service providers.
- Testified in court; prepares and presents information to the Foster Care Review Board.
- Planned and executes case work activities to facilitate safety, permanence, and well-being of children who have experienced abuse and/or neglect

**Education/Certifications**
Masters in Human Resource Management
Walden University
Graduated, October 2022

Bachelor of Science in Criminal Justice
University of South Carolina- Upstate
Graduated, December 2017

Child Welfare Basic Training 10/2018
AAA Driver Improvement Training 04/2018
Adverse Childhood Experience Training 09/2017
Darkness to Light Training 07/2017
LATAVIA A. GADSON, BSW
Estill, SC 29918 · (912) 744-1089
Lgadson20@gmail.com

Social Service professional with over 6 years of experience in working with diverse populations in non-profit and public settings, community outreach, child welfare and trauma, and in-home personal care. Well-versed in collaborating with Social Service organizations to develop community health initiatives and demonstrated success in developing treatment plans and coordinating care for clients with mental and physical disabilities.

SKILLS
• Data Entry
• Document Scanning
• Case Management
• Counseling
• Effective Communicator
• Customer Service
• Career Placement
• Clerical Skills

EXPERIENCE
10/2021 – PRESENT
CAREER SPECIALIST, ROSS INNOVATIVE EMPLOYMENT SOLUTIONS
• Conducts and verifies Eligibility for individuals using information provided by applicant, system and tools by inputting into the computer.
• Works in a cooperative team environment to provide value to both customers and clients.
• Supply information about approved training providers to individuals who qualify to receive individual training accounts.
• Provides career related counseling and job search assistance.
• Create, plan, and facilitate professional development resources to include resume / cover letter building, mock interviews, professionalism, and online presence through class presentations, workshops, one-on-one appointments, and group meetings.
• Participates in staff and other internal meetings and training sessions, and surveys as assigned.

4/2021 - 7/2021
ADMIN, FAVORITE HEALTHCARE STAFFING
• Conducted and verified information provided by applicant, system and scanned appointment verifications.
• Worked in a cooperative team environment to provide value to customers in line for vaccinations.
• Directed workflow, acting as intermediary between all lines, nurse stations and waiting areas.
• Asked patients pre-screening health questions before vaccinations were administered.
• Participated in staff and other internal meetings and training sessions, and surveys as assigned.

III.
4/2017 – 4/2021
HUMAN SERVICE SPECIALIST II, SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES

- Served as a MAGI (Modified Adjusted Gross Income) Medicaid Eligibility Worker. Works with multiple complex software systems, while maintaining proper documentation.
- Verified Medicaid Eligibility for beneficiaries using information provided by applicant and sources, systems and tools by inputting into the computer.
- Worked in a cooperative team environment to provide value to both internal and external customers.
- Conducted client interviews in person and/or over the telephone to clarify and verify provided information, in processing application.
- Participated in staff and other internal meetings and training sessions, and surveys as assigned.
- Performed other duties as assigned.

11/2015 – 3/2017
PARAPROFESSIONAL COUNSELOR, INTENSIVE FAMILY SERVICES

- Demonstrated outstanding case management skills by maintaining a portfolio of 20 active cases.
- Orchestrated both individual and group sessions for clients with Mental Health disorders.
- Implemented treatment plans to develop various coping skills to meet client therapeutic goals.
- Advocated for client resources by collaborating with various community agencies.
- Ensuring clear, detailed, accurate daily documentation on client’s behavior, engagement with others, and client’s progress towards treatment goals.

8/2013 – 10/2015
LONG TERM SUBSTITUTE TEACHER, HAMPTON SCHOOL DISTRICT II

- Developed and executed educational lesson plans for 9th-12th grade students.
- Instructed lessons to students based upon the lesson plans.
- Administered a cheerleading camp to build continuous self-esteem and community initiatives with young girls.
- Facilitated Interdisciplinary team meetings among fellow teachers, principals, social workers, and guidance counselors.

EDUCATION

AUGUST 2008- MAY 2013
BACHELOR OF SOCIAL WORK, SOUTH CAROLINA STATE UNIVERSITY
Quin'Nett Williams

Skills
- Case management
- Data entry
- Time management
- Recruitment
- Customer service
- Leadership
- Flexibility
- Problem-solving
- Analyzing
- Information
- Attention to detail
- Communication
- Goal Focused
- Reliability
- Planning/Implementing Strategies
- Computer Skills
- Collaboration
- Adaptability
- Strategic
- Project management
- Management
- Sales
- Marketing
- Client intakes
- Monitor incoming calls and phone messages

Employment History

ROSS IES, Varnville, SC 29944 — Career Specialist
09/2021—current
- help clients discover their ideal careers and assist them with job placement.
- administering career and skills assessments
- Provide career guidance, job search assistance, and case management to assist participants in addressing barriers to job search, training, employment, career services
- attend community, partners, and business events as needed to fulfill program commitment and achieve program goals.
- Recruiting, evaluating, and studying plans to meet goals

Palmera, Hilton Head Island, SC 29810 — Sales Executive/Recruiter
April 2021 - Aug 2021
- Meeting clients and customers face to face to present the program, research and analyzes sales, collect information, and prepare data
- Advertising jobs for sale, conducting phone calls, interviews, and assessments
- Builds business by identifying and selling prospects; maintaining relationships with clients

Citi Trends, Hampton, SC 29924 — Assistant Manager
June 2020 - April 2021
- planning and implementing strategies to attract customers
- Coordinate daily customer service operations (e.g. sales processes, orders, and payments)
- Monitor and maintain store inventory

Jasper Boys and Girls Club, Jasper, SC 29936—Administrative Assistant
Jan 2019—May 2020
- Provides administrative support to ensure efficient operation of the office.
- Answers phone calls, schedules meetings, and supports visitors.
Current Financial Statement
## ROSS - INCOME STATEMENT DETAILED

Ross Innovative Employment

Period: 06/01/22 - 06/30/22

All amounts are in USD.

<table>
<thead>
<tr>
<th>Description</th>
<th>Current Month Actual</th>
<th>Current Month Budget</th>
<th>Current Month Variance</th>
<th>YTD Actual</th>
<th>YTD Budget</th>
<th>YTD Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td>-2,613,511.65</td>
<td>-2,613,511.65</td>
<td>-23,124,788.42</td>
<td>-23,124,788.42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td>2,613,511.65</td>
<td>2,613,511.65</td>
<td>23,124,788.42</td>
<td>23,124,788.42</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**EXPENSES**

<table>
<thead>
<tr>
<th>Description</th>
<th>Current Month Actual</th>
<th>Current Month Budget</th>
<th>Current Month Variance</th>
<th>YTD Actual</th>
<th>YTD Budget</th>
<th>YTD Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>SALARIES-DIRECT</td>
<td>1,017,176.27</td>
<td>1,017,175.27</td>
<td>10,410,086.63</td>
<td>10,419,085.53</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SALARIES-WEX</td>
<td>99,912.12</td>
<td>99,912.12</td>
<td>926,548.59</td>
<td>926,548.59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADMINISTRATIVE SALARIES</td>
<td>-49,105.67</td>
<td>149,105.67</td>
<td>1,251,698.69</td>
<td>1,251,698.69</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAYROLL TAXES- DIRECT</td>
<td>76,899.99</td>
<td>76,899.99</td>
<td>846,364.69</td>
<td>846,364.69</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAYROLL TAXES-WEX</td>
<td>9,454.29</td>
<td>9,454.29</td>
<td>90,504.26</td>
<td>90,504.26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>401K - DIRECT</td>
<td>22,960.58</td>
<td>22,960.58</td>
<td>298,246.96</td>
<td>298,246.96</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WORKERS COMP INSUR-DIRECT</td>
<td>11,480.40</td>
<td>11,480.40</td>
<td>168,250.88</td>
<td>168,250.88</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEDICAL &amp; DENTAL - DIRECT</td>
<td>110,290.16</td>
<td>110,290.16</td>
<td>1,302,130.57</td>
<td>1,302,130.57</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td>7/15/2022</td>
<td>6/1/22</td>
<td>6/30/22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-----------</td>
<td>--------</td>
<td>--------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAYROLL TAXES- ADMIN</td>
<td>11,875.73</td>
<td>11,675.73</td>
<td>91,205.52</td>
<td>91,205.52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>401K - ADMIN</td>
<td>3,312.78</td>
<td>3,312.78</td>
<td>86,703.39</td>
<td>56,703.39</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WORKERS COMP INS - ADMIN</td>
<td>1,073.38</td>
<td>1,073.38</td>
<td>11,560.61</td>
<td>11,560.61</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEDICAL &amp; DENTAL - ADMIN</td>
<td>7,715.81</td>
<td>7,715.81</td>
<td>81,019.32</td>
<td>81,019.32</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADVERTISING</td>
<td></td>
<td></td>
<td>1,228.44</td>
<td>1,228.44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUSINESS PROMOTION/MARKETING</td>
<td></td>
<td>1,860.64</td>
<td>5,277.63</td>
<td>5,277.63</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INTERNET FEES</td>
<td>11,412.55</td>
<td>11,412.55</td>
<td>93,119.79</td>
<td>93,119.79</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RENT - REAL PROPERTY</td>
<td>47,957.67</td>
<td>47,957.67</td>
<td>758,892.74</td>
<td>758,892.74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IFRS 16 Rental Exp</td>
<td>-47,957.67</td>
<td>-47,957.67</td>
<td>-758,892.74</td>
<td>-758,892.74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>REPAIRS/MAINTENANCE/JANITOR</td>
<td>21,339.59</td>
<td>21,339.59</td>
<td>132,812.53</td>
<td>132,812.53</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UTILITIES AND OTHER</td>
<td>1,634.75</td>
<td>1,634.75</td>
<td>23,442.75</td>
<td>23,442.75</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLIENT MEETINGS/ACTIVITIES</td>
<td>13,277.79</td>
<td>13,277.79</td>
<td>42,313.32</td>
<td>42,313.32</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLIENT EDUCATIONAL SUPPLIES</td>
<td>40,194.72</td>
<td>40,194.72</td>
<td>566,056.07</td>
<td>566,056.07</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLIENT MEALS</td>
<td>797.27</td>
<td>707.27</td>
<td>11,455.20</td>
<td>11,455.20</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## ROSS - INCOME STATEMENT DETAILED

**Ross Innovative Employment**

Period: 06/01/22..06/30/22

All amounts are in USD,

<table>
<thead>
<tr>
<th>Category</th>
<th>1/31/22</th>
<th>7/31/22</th>
<th>10/31/22</th>
<th>1/31/23</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLIENT TUITION</td>
<td>297,988.82</td>
<td>297,986.82</td>
<td>1,008,329.22</td>
<td>1,600,376.22</td>
</tr>
<tr>
<td>CLIENT JOB TRAINING EXPENSE</td>
<td>155,262.05</td>
<td>155,202.05</td>
<td>806,333.70</td>
<td>896,333.79</td>
</tr>
<tr>
<td>CLIENT HOUSING</td>
<td>3,625.00</td>
<td>3,625.00</td>
<td>8,969.77</td>
<td>8,959.77</td>
</tr>
<tr>
<td>CLIENT AUTOMOTIVE NEEDS</td>
<td>48,268.29</td>
<td>48,268.29</td>
<td>172,687.31</td>
<td>172,687.31</td>
</tr>
<tr>
<td>CLIENT MILEAGE</td>
<td>623.00</td>
<td>623.00</td>
<td>12,198.36</td>
<td>12,198.39</td>
</tr>
<tr>
<td>CLIENT TRANSPORTATION</td>
<td>18,094.19</td>
<td>18,084.19</td>
<td>148,355.10</td>
<td>148,355.10</td>
</tr>
<tr>
<td>CLOTHING ALLOWANCE</td>
<td>10,606.51</td>
<td>10,606.91</td>
<td>87,808.02</td>
<td>87,808.02</td>
</tr>
<tr>
<td>CLIENT EXPENSE - OTHER</td>
<td>30,379.59</td>
<td>30,379.59</td>
<td>162,329.80</td>
<td>162,329.80</td>
</tr>
<tr>
<td>CLIENT VERIFICATIONS</td>
<td>7,516.45</td>
<td>7,516.45</td>
<td>97,906.25</td>
<td>97,906.25</td>
</tr>
<tr>
<td>CLIENT HEALTH</td>
<td>3,946.00</td>
<td>3,946.00</td>
<td>12,354.02</td>
<td>12,354.02</td>
</tr>
<tr>
<td>CLIENT STIPEND</td>
<td>33,881.00</td>
<td>33,881.00</td>
<td>33,881.00</td>
<td>33,881.00</td>
</tr>
<tr>
<td>CLIENT INCENTIVE EXPENSE</td>
<td>19,022.75</td>
<td>19,022.75</td>
<td>124,376.96</td>
<td>124,376.96</td>
</tr>
<tr>
<td>CLIENT CHILD CARE</td>
<td>17,890.05</td>
<td>17,890.05</td>
<td>242,660.35</td>
<td>242,660.95</td>
</tr>
<tr>
<td>STUDENT ASSESSMENTS</td>
<td>13,201.99</td>
<td>13,201.99</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Ross Innovative Employment Solutions**
## ROSS - INCOME STATEMENT DETAILED

**Ross Innovative Employment**

**Period:** 06/01/22..06/30/22

All amounts are in USD.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount 1</th>
<th>Amount 2</th>
<th>Amount 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>W-2 EMERGENCY PAYMENTS (NOT EA)</td>
<td>5,027.00</td>
<td>5,027.00</td>
<td></td>
</tr>
<tr>
<td>ACCOUNTING &amp; AUDITING FEES</td>
<td>9,610.31</td>
<td>9,610.31</td>
<td>43,375.50</td>
</tr>
<tr>
<td>ADP PAYROLL EXPENSES</td>
<td>11,781.35</td>
<td>11,781.35</td>
<td>71,082.06</td>
</tr>
<tr>
<td>BANK SERVICE CHARGES</td>
<td>487.57</td>
<td>487.57</td>
<td>5,804.18</td>
</tr>
<tr>
<td>BUSINESS TAX/LICENSE</td>
<td>60.00</td>
<td>60.00</td>
<td>11,110.20</td>
</tr>
<tr>
<td>CASH OVER/SHORT</td>
<td>50.00</td>
<td></td>
<td>50.00</td>
</tr>
<tr>
<td>COMPUTERS RELATED SUPPLIES</td>
<td>18,279.11</td>
<td>18,279.11</td>
<td>61,988.83</td>
</tr>
<tr>
<td>CONFERENCES/TRAINING</td>
<td>61,805.79</td>
<td>61,805.79</td>
<td>254,150.32</td>
</tr>
<tr>
<td>COPIER LEASE AND PRINTING</td>
<td>3,796.01</td>
<td>3,796.01</td>
<td>33,257.45</td>
</tr>
<tr>
<td>DUES AND SUBSCRIPTIONS</td>
<td>2,939.51</td>
<td>2,939.51</td>
<td>48,585.08</td>
</tr>
<tr>
<td>BACKGROUND CHECKS</td>
<td>158.25</td>
<td>158.25</td>
<td>2,746.87</td>
</tr>
<tr>
<td>EMPLOYEE WELFARE</td>
<td>77.60</td>
<td>77.60</td>
<td>1,870.80</td>
</tr>
<tr>
<td>FINES AND PENALTIES</td>
<td>55.00</td>
<td>55.00</td>
<td>1,470.01</td>
</tr>
</tbody>
</table>
ROSS - INCOME STATEMENT DETAILED

Ross Innovative Employment

Period: 06/01/22 - 06/30/22

All amounts are in USD.

<table>
<thead>
<tr>
<th>Category</th>
<th>06/01/22</th>
<th>06/30/22</th>
<th>06/30/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>INS - PROPERTY AND CASUALTY</td>
<td>1,770.22</td>
<td>1,770.22</td>
<td>16,778.38</td>
</tr>
<tr>
<td>PROFESSIONAL LIABILITY</td>
<td>1,434.58</td>
<td>1,434.58</td>
<td>16,522.10</td>
</tr>
<tr>
<td>STUDENT ACCIDENT INSURANCE</td>
<td>28.00</td>
<td>28.00</td>
<td>196.00</td>
</tr>
<tr>
<td>LEGAL FEES</td>
<td>1,920.50</td>
<td>1,920.50</td>
<td>16,531.50</td>
</tr>
<tr>
<td>MEALS</td>
<td>1,198.31</td>
<td>1,198.31</td>
<td>7,560.15</td>
</tr>
<tr>
<td>MEETING EXPENSE</td>
<td>654.90</td>
<td>654.90</td>
<td>1,044.95</td>
</tr>
<tr>
<td>MILEAGE</td>
<td>11,604.83</td>
<td>11,604.83</td>
<td>110,838.87</td>
</tr>
<tr>
<td>MINOR EQUIPMENT</td>
<td>4,138.57</td>
<td>4,138.57</td>
<td>31,328.25</td>
</tr>
<tr>
<td>OFFICE SUPPLIES</td>
<td>29,701.64</td>
<td>29,701.64</td>
<td>132,882.00</td>
</tr>
<tr>
<td>SHIPPING AND POSTAGE</td>
<td>1,351.60</td>
<td>1,351.60</td>
<td>13,378.88</td>
</tr>
<tr>
<td>PENSION ADMINISTRATION</td>
<td>2,240.00</td>
<td>2,240.00</td>
<td>8,960.00</td>
</tr>
<tr>
<td>PROFESSIONAL FEES</td>
<td>3,541.30</td>
<td>3,541.30</td>
<td>44,809.95</td>
</tr>
<tr>
<td>INTERNAL MGMT. CHANGES</td>
<td>60,417.48</td>
<td>60,417.48</td>
<td>60,417.48</td>
</tr>
<tr>
<td>UC SHARED COSTS</td>
<td>-33,826.58</td>
<td>-33,826.58</td>
<td>-190,201.03</td>
</tr>
</tbody>
</table>

Ross Innovative Employment Solutions
**ROSS - INCOME STATEMENT DETAILED**

Ross Innovative Employment

Period: 06/01/22..06/30/22

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount 1</th>
<th>Amount 2</th>
<th>Amount 3</th>
<th>Amount 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECRUITING/HIRING FEES</td>
<td>2,400.00</td>
<td>2,400.00</td>
<td>28,876.00</td>
<td>28,876.00</td>
</tr>
<tr>
<td>STORAGE EXPENSE</td>
<td>1,404.20</td>
<td>1,404.20</td>
<td>5,794.20</td>
<td>5,794.20</td>
</tr>
<tr>
<td>TELEPHONE/CELLS</td>
<td>15,285.31</td>
<td>16,285.31</td>
<td>168,934.70</td>
<td>168,934.70</td>
</tr>
<tr>
<td>TEMPORARY LABOR</td>
<td>33,340.50</td>
<td>33,340.50</td>
<td>259,313.72</td>
<td>259,313.72</td>
</tr>
<tr>
<td>TRAVEL &amp; PER DIEM EXPENSE</td>
<td>1,951.59</td>
<td>1,951.59</td>
<td>4,752.20</td>
<td>4,752.20</td>
</tr>
<tr>
<td>TRAVEL &amp; PER DIEM EXP - OUT</td>
<td>4,129.41</td>
<td>4,129.41</td>
<td>82,374.59</td>
<td>82,374.59</td>
</tr>
<tr>
<td>VEHICLE LEASE AND EXPENSE</td>
<td>24,567.13</td>
<td>24,567.13</td>
<td>155,420.50</td>
<td>155,420.50</td>
</tr>
<tr>
<td>IFRS 16-lease exp (short term/low value lease)</td>
<td>-1,680.46</td>
<td>-1,680.46</td>
<td>163,873.54</td>
<td>163,873.54</td>
</tr>
<tr>
<td>TOTAL OTHER OPERATING EXP</td>
<td>2,536,230.02</td>
<td>2,536,230.02</td>
<td>21,525,226.80</td>
<td>21,525,226.80</td>
</tr>
<tr>
<td>EBITDA</td>
<td>77,281.63</td>
<td>77,281.63</td>
<td>1,599,581.62</td>
<td>1,599,581.62</td>
</tr>
<tr>
<td>DEPRECIATION EXPENSE</td>
<td>3,136.29</td>
<td>3,136.29</td>
<td>46,118.32</td>
<td>46,118.32</td>
</tr>
<tr>
<td>AMORTIZATION - ROSS</td>
<td>14,988.69</td>
<td>14,988.69</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### ROSS - INCOME STATEMENT DETAILED

Ross Innovative Employment

**Period:** 06/01/22...09/30/22

All amounts are in USD.

<table>
<thead>
<tr>
<th>Category</th>
<th>Jan. '22</th>
<th>Jul. '22</th>
<th>Oct. '22</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFRS 18-Depreciation-RUA (Property)</td>
<td>41,880.98</td>
<td>44,880.88</td>
<td>539,495.96</td>
</tr>
<tr>
<td>Corporate Development Expenses</td>
<td></td>
<td></td>
<td>144,326.29</td>
</tr>
<tr>
<td>INTEGRATION COSTS</td>
<td></td>
<td>10,506.00</td>
<td>10,506.00</td>
</tr>
<tr>
<td>Interest Income</td>
<td>-6,653.95</td>
<td>-6,653.95</td>
<td>-81,962.31</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>2,819.48</td>
<td>2,819.48</td>
<td>31,790.96</td>
</tr>
<tr>
<td>IFRS 16-Lease Interest Payable</td>
<td>5,983.52</td>
<td>5,983.52</td>
<td>65,120.39</td>
</tr>
<tr>
<td>Income tax</td>
<td>127,674.80</td>
<td>127,674.90</td>
<td>231,663.86</td>
</tr>
<tr>
<td>Deferred Income tax</td>
<td>-12,136.63</td>
<td>-12,139.63</td>
<td>-19,131.68</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>2,702,133.41</td>
<td>2,702,133.41</td>
<td>22,532,108.97</td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td>-86,621.76</td>
<td>-88,621.76</td>
<td>592,679.45</td>
</tr>
</tbody>
</table>

---

Ross Innovative Employment Solutions
Audit Report
ROSS INNOVATIVE EMPLOYMENT SOLUTIONS CORP.

Schedule of Expenditures of Federal Awards

For the Year Ended June 30, 2022
<table>
<thead>
<tr>
<th>Table of Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Auditors' Report</td>
<td>1</td>
</tr>
<tr>
<td>Schedule of Expenditures of Federal Awards</td>
<td>3</td>
</tr>
<tr>
<td>Notes to the Schedule of Expenditures of Federal Awards</td>
<td>4</td>
</tr>
<tr>
<td>Schedule of Findings and Questioned Costs</td>
<td>5</td>
</tr>
<tr>
<td>Independent Auditors' Report On Compliance For Each Major Program And On Internal Control Over Compliance Required By The Uniform Guidance</td>
<td>6</td>
</tr>
</tbody>
</table>
Independent Auditors' Report

To the Board of Directors  
Ross Innovative Employment Solutions Corp.

Report on the Audit of the Schedule of Expenditures of Federal Awards

Opinion

We have audited the schedule of expenditures of federal awards (the “schedule”) for Ross Innovative Employment Solutions Corp. (the “Company”) for the year ended June 30, 2022, and the related notes to the schedule.

In our opinion, the accompanying schedule of expenditures of federal awards presents fairly, in all material respects, the expenditures of federal awards for the of the Company for the year ended June 30, 2022, in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Our responsibilities under those standards are further described in the Auditors’ Responsibilities for the Audit of the Schedule section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Schedule

Management is responsible for the preparation and fair presentation of the schedule in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the schedule that is free from material misstatement, whether due to fraud or error.

Auditors' Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, Government Auditing Standards, and the Uniform Guidance will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the schedule.

In performing an audit in accordance with generally accepted auditing standards, Government Auditing Standards, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
• Identify and assess the risks of material misstatement of the schedule, whether due to fraud, or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the schedule.

• Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control. Accordingly, no such opinion is expressed.

• Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the schedule.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated March 21, 2023 on our consideration of the Company’s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the Company’s internal control over financial reporting and compliance.

Rodgers Weiss & Co, PLLC

Greeneville, Tennessee
March 21, 2023
### Federal Grant/Pass Through Grantor/Program or Cluster Title

<table>
<thead>
<tr>
<th>Grantor/Program or Cluster Title</th>
<th>Federal Assistance Number</th>
<th>Expenditures</th>
<th>Expenditures to Subrecipients</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U.S. Department of Agriculture</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplemental Nutrition Assistance Program</td>
<td>10.56</td>
<td>$136,971</td>
<td>$42,286</td>
</tr>
<tr>
<td>Passed through Detroit Employment Solutions Corporation</td>
<td>10.56</td>
<td>$136,971</td>
<td>$42,286</td>
</tr>
<tr>
<td>Passed through Workforce Development Board Mid-Ohio Valley</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total U.S. Department of Agriculture</td>
<td></td>
<td>$179,257</td>
<td></td>
</tr>
<tr>
<td><strong>U.S. Department of Labor</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workforce Innovation and Opportunity Act (WIOA) Programs Cluster</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Adult Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through West Piedmont Workforce Development Board</td>
<td>17.258</td>
<td>592,878</td>
<td></td>
</tr>
<tr>
<td>Passed through Detroit Employment Solutions Corporation</td>
<td>17.258</td>
<td>377,307</td>
<td></td>
</tr>
<tr>
<td>Passed through Coastal Worksource Georgia</td>
<td>17.228</td>
<td>374,930</td>
<td></td>
</tr>
<tr>
<td>Passed through Workforce MidSouth, Inc</td>
<td>17.258</td>
<td>115,891</td>
<td></td>
</tr>
<tr>
<td>Passed through Wascanaw Regional Council of Governments</td>
<td>17.258</td>
<td>1,177,960</td>
<td></td>
</tr>
<tr>
<td>Passed through Lowcountry Council of Governments</td>
<td>17.258</td>
<td>264,270</td>
<td></td>
</tr>
<tr>
<td>Passed through WV Region 1 Workforce</td>
<td>17.258</td>
<td>91,109</td>
<td></td>
</tr>
<tr>
<td>Passed through Western Piedmont Council of Governments</td>
<td>17.258</td>
<td>475,004</td>
<td></td>
</tr>
<tr>
<td>Passed through Workforce Development Board Mid-Ohio Valley</td>
<td>17.258</td>
<td>373,344</td>
<td></td>
</tr>
<tr>
<td>Passed through Yuma Private Industry Council</td>
<td>17.258</td>
<td>992,808</td>
<td></td>
</tr>
<tr>
<td>WIOA Youth Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through Coastal Worksource Georgia</td>
<td>17.259</td>
<td>644,840</td>
<td></td>
</tr>
<tr>
<td>Passed through Capital Area Workforce Partnership</td>
<td>17.279</td>
<td>959,026</td>
<td></td>
</tr>
<tr>
<td>Passed through Detroit Employment Solutions Corporation</td>
<td>17.279</td>
<td>20,819</td>
<td></td>
</tr>
<tr>
<td>Passed through West Piedmont Workforce Development Board</td>
<td>17.279</td>
<td>530,365</td>
<td></td>
</tr>
<tr>
<td>Passed through WV Region 1 Workforce</td>
<td>17.259</td>
<td>1,196,749</td>
<td></td>
</tr>
<tr>
<td>Passed through Wascanaw Regional Council of Governments</td>
<td>17.259</td>
<td>549,306</td>
<td></td>
</tr>
<tr>
<td>Passed through Lowcountry Council of Governments</td>
<td>17.259</td>
<td>239,877</td>
<td></td>
</tr>
<tr>
<td>Passed through Western Piedmont Council of Governments</td>
<td>17.259</td>
<td>471,262</td>
<td></td>
</tr>
<tr>
<td>WIOA Dislocated Workers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through West Piedmont Workforce Development Board</td>
<td>17.278</td>
<td>269,154</td>
<td></td>
</tr>
<tr>
<td>Passed through WV Region 1 Workforce</td>
<td>17.278</td>
<td>269,154</td>
<td></td>
</tr>
<tr>
<td>Passed through Coastal Worksource Georgia</td>
<td>17.278</td>
<td>112,109</td>
<td></td>
</tr>
<tr>
<td>Passed through Workforce MidSouth, Inc</td>
<td>17.278</td>
<td>264,297</td>
<td></td>
</tr>
<tr>
<td>Passed through Wascanaw Regional Council of Governments</td>
<td>17.278</td>
<td>123,891</td>
<td></td>
</tr>
<tr>
<td>Passed through Lowcountry Council of Governments</td>
<td>17.278</td>
<td>261,411</td>
<td></td>
</tr>
<tr>
<td>Passed through Western Piedmont Council of Governments</td>
<td>17.278</td>
<td>138,818</td>
<td></td>
</tr>
<tr>
<td>Passed through Workforce Development Board Mid-Ohio Valley</td>
<td>17.278</td>
<td>211,410</td>
<td></td>
</tr>
<tr>
<td>Passed through Yuma Private Industry Council</td>
<td>17.258</td>
<td>323,344</td>
<td></td>
</tr>
<tr>
<td>Total WIOA Programs Cluster</td>
<td></td>
<td>1,678,932</td>
<td></td>
</tr>
<tr>
<td>WIOA National Dislocated Worker Grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through West Piedmont Workforce Development Board</td>
<td>17.277</td>
<td>12,819</td>
<td></td>
</tr>
<tr>
<td>Total U.S. Department of Labor</td>
<td></td>
<td>1,691,751</td>
<td></td>
</tr>
<tr>
<td><strong>U.S. Department of Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rehabilitation Short-Term Training</td>
<td>84.246</td>
<td>138,510</td>
<td></td>
</tr>
<tr>
<td>Total U.S. Department of Education</td>
<td></td>
<td>138,510</td>
<td></td>
</tr>
<tr>
<td><strong>U.S. Department of Housing and Urban Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development Block Grants</td>
<td>14.213</td>
<td>45,850</td>
<td></td>
</tr>
<tr>
<td>Total U.S. Department of Housing and Urban Development</td>
<td></td>
<td>45,850</td>
<td></td>
</tr>
<tr>
<td><strong>U.S. Department of Health and Human Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Assistance for Needy Families (TANF)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through Detroit Employment Solutions Corporation</td>
<td>93.558</td>
<td>2,644,621</td>
<td></td>
</tr>
<tr>
<td>Passed through West Piedmont Workforce Development Board</td>
<td>93.558</td>
<td>120,305</td>
<td></td>
</tr>
<tr>
<td>Passed through Wisconsin Department of Children and Families</td>
<td>93.558</td>
<td>8,101,462</td>
<td></td>
</tr>
<tr>
<td>Total TANF Programs</td>
<td></td>
<td>10,866,388</td>
<td></td>
</tr>
<tr>
<td>Medical Assistance Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through State of Wisconsin Department of Health Services</td>
<td>93.771</td>
<td>95,911</td>
<td></td>
</tr>
<tr>
<td>Total U.S. Department of Health and Human Service</td>
<td></td>
<td>10,962,299</td>
<td></td>
</tr>
<tr>
<td>Total Expenditures of Federal Awards</td>
<td></td>
<td>$11,667,567</td>
<td></td>
</tr>
</tbody>
</table>

See accompanying notes to the financial statements.
NOTE 1 - BASIS OF PRESENTATION

The Schedule of Expenditures of Federal Awards (the "Schedule") includes the federal award activity of the Company under programs of the federal government for the year ended June 30, 2022. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). The Schedule includes only expenditures of federal awards related to awards received from various governmental and private not-for-profit agencies for which the Company performs contracted services. Contracts with these agencies are subject to certain audit and reporting requirements. The schedule of expenditures of federal awards is a special-purpose financial presentation prepared for the purpose of complying with the requirements of these contracts.

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES

The accompanying schedule of expenditures of federal awards is prepared on the accrual basis of accounting. The expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement. The Company has elected to use the 10 percent de minimis indirect cost rate allowed under the Uniform Guidance.
ROSS INNOVATIVE EMPLOYMENT SOLUTIONS CORP.
Schedule of Findings and Questioned Costs
For the Year Ended June 30, 2022

Summary of Auditors’ Results


2. No significant deficiencies are disclosed in the Independent Auditors' Report on Compliance For Each Major Program And On Internal Control Over Compliance Required By The Uniform Guidance. Performed In Accordance with Government Auditing Standards.

3. No instances of noncompliance material to the financial statements of the Company, which would be required to be reported in accordance with Government Auditing Standards, were disclosed during the audit.

4. No significant deficiencies in internal control over major federal award programs are disclosed. No material weaknesses are reported.

5. The auditors’ report on compliance for the major federal award programs for the Company expresses an unmodified opinion on all major federal programs.

6. Audit findings that are required to be reported in accordance with 2 CFR section 200.516(a) are reported in this Schedule.

7. The programs tested as major federal programs include:
   - U.S. Department of Labor
     Workforce Innovation and Opportunity Act (“WIOA”) Programs Cluster:
     - 17.258 WIOA Adult Program
     - 17.259 WIOA Youth Activities
     - 17.278 WIOA Dislocated Worker

8. The threshold used for distinguishing between Types A and B programs was $750,000.

9. Ross Innovation Employment Solutions was determined to be a low-risk auditee.

10. There were no questioned costs.

Summary Schedule of Prior Audit Findings

None

Current Year Findings

None
Independent Auditors’ Report On Compliance For Each Major Program And On Internal Control Over Compliance Required By The Uniform Guidance

To the Board of Directors
Re: Ross Innovative Employment Solutions Corp.

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited Ross Innovative Employment Solutions Corp.’s (the “Company”) compliance with the types of compliance requirements identified as subject to audit in the OMB Compliance Supplement that could have a direct and material effect on each of the Company’s major federal programs for the year ended June 30, 2022. The Company’s major federal programs are identified in the summary of auditors’ results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Company complied in all material respects with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2022.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors’ Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the Company’s compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Company’s federal programs.

Auditor’s Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Company’s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, Government Auditing Standards, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Company’s compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, Government Auditing Standards, and the Uniform Guidance, we:
• Exercise professional judgment and maintain professional skepticism throughout the audit.
• Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Company’s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
• Obtain an understanding of the Company’s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

**Report on Internal Control over Compliance**

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditors’ Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

[Signature]

Greeneville, Tennessee
March 21, 2023
Cost Allocation Plan
Staff and Personnel Policies are included in our Employee Handbook, which is over 65 pages.

EMPLOYMENT CLASSIFICATIONS

It is the intent of the Company to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time. Accordingly, the right to terminate the employment relationship at will at any time is retained by both the employee and the Company.

Employment classifications may differ slightly in certain companies and states. The following is the general list of employment classifications and definitions:

CLASS I:
- FULL-TIME, SALARY PAY OR HOURLY PAY: Full-time, salary and hourly paid employees are those who are regularly scheduled to work the established full time work week schedule as determined by the State Director, Vice President, or Executive Director of the local company. Full-time employees are eligible for the Company’s benefit package, subject to the terms, conditions, and limitations of each benefit program. Full time employees may be paid either via a salary method, or by hourly pay arrangement.

CLASS II:
- PART-TIME: employees are those who regularly work less than full-time employees. Part-time employees are paid an hourly rate of pay. Part time employees may participate in the company’s Retirement Savings Plan, subject to the terms, conditions and limitations of the plan. Part-time employees are not eligible to participate in other company benefits.

Exempt and Non-Exempt Status

Employment positions are classified in a status of Exempt or Non-Exempt according to the current Department of Labor’s standards. The Exempt or Non-Exempt status is reflected in your employment offer letter and/or the Personnel Action Request form.

ONBOARDING

The Orientation Program is designed to set-up a successful experience for you. However, should you find your new job does not meet your expectations, you may conclude your employment at any time. Likewise, if your supervisor and/or Regional Director determine your job performance and/or your conduct on the job do not meet the company’s expectations and requirements, we may conclude your employment at any time.
Orientation involves a specific training curriculum developed to introduce you to our company's vision, values, and general operating procedures. Our policies and procedures are required of all employees, to protect employee and participant rights, confidentiality, safety, and dignity.

The goal of our Company's onboarding program and training is to orient you to the expectations and job duties of your new position. The initial training experience is designed to give you a broad knowledge of the needs, behaviors, ages, or disability groups of the participants we serve; and the systems, internal and external, in which we operate our programs.

You will be required to complete web-based, E-Learning courses during your orientation as well as other training assigned by your supervisor. The E-Learning courses mandatory for you to complete during your orientation are: HIPPA, Corporate Ethics Program, and Harassment in the Workplace, Human Trafficking. Other available E-Learning Courses to complete are Safety and Cultural Diversity. Other E-Learning will be added as the company continues to develop these training opportunities.

EMPLOYEE RELATIONS
Our experience has shown that when employees deal openly and directly with supervisors, the work environment can be excellent, communications can be clear, and attitudes can be positive. We believe that our Company amply demonstrates its commitment to you, and all of our employees, by responding effectively to employee concerns. We encourage you to discuss directly with your supervisor any concern about your work conditions, wages, benefits, or any matter involving your employment experience.

Our Company is strongly committed to maintaining open communications with all of its employees and encourages our employees to embrace our core values in the work.

PERSONNEL DATA CHANGES
It is your responsibility to promptly notify your immediate supervisor and HR of any changes in your personal data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of emergency, educational accomplishments, and other status reports should be accurate and current at all times. Changes to this information must be reported to your supervisor and/or the designated administrative staff in your region, who in turn reports this information (via submission of a Personnel Action Request form [PAR]) to your division's Human Resources Department.

STATUS CHANGES
When your job status changes, your local director completes the appropriate personnel action form (PAR) and submits it to the division's Human Resource Department. Employee status changes covered by this policy include:

- Change in Pay Rate
- Transfer to Another Area
- Promotion or Demotion
- Leave of Absence

Ross Innovative Employment Solutions
• Change in Status (from full-time to part-time or from part-time to full-time)
• Change in Pay Status (hourly to salary; salary to hourly, etc.)
• Termination (voluntary, involuntary, or lay off) of employment

ACCESS TO PERSONNEL FILES

Personnel files are the property of the Company. Access to the information they contain is restricted and is released only in accordance with applicable to state law. Generally, only supervisors and management personnel who have a legitimate reason to review information in a file are allowed to do so.

If you wish to review your own personnel file you must send a written request to HR and your supervisor. With reasonable advance notice, you may review your own personnel file in the presence of an individual appointed to maintain the files. You may submit statements to add to and/or correct information found in your personnel file. This documentation must be signed and dated by you and submitted to the Human Resource Director. This documentation will be reviewed by the Human Resource Director for inclusion in your personnel file. The submission of documentation by an employee does not alter personnel action taken unless specifically verified in writing by the employee’s direct supervisor, appropriate local director and the Human Resource Director.

You are encouraged to keep your own copies of performance evaluations and training certificates, licensure documents, etc., which you complete throughout your employment with the company. Copies will not be provided at the conclusion of employment or thereafter.

PAY PERIODS AND PAY DATES

The Company will pay you according to the pay schedule set for your region and state. Pay cycles and schedules are set for bi-weekly pay dates.

A pay week is one week long and begins at 12:00 a.m. on Sunday and runs through 11:59 p.m. on Saturday.

In the event that a regularly scheduled payday falls on a holiday or a Sunday, you will be paid the following business day. In the event that a regularly scheduled payday falls on Saturday, you will be paid on Friday.

You may have your pay directly deposited into your bank account(s) if you provide advance written authorization to the Company. You will receive an itemized statement of wages when the Company makes direct deposits. If you do not elect direct deposit, your paycheck will be distributed as per the local practice. The Company retains the right to stop or cease direct deposit of your (and in some events, all employees’) paychecks should a business need arise or a relevant issue with an employee become apparent which warrants stopping direct deposit of
pay. All efforts will be made to notify you in advance of such action. Some entities will stop
direct deposit of your final pay upon separation of employment from the company.

Some entities may mandate direct deposit only. Direct deposit is standard procedure. If an
employee opts not to have direct deposit, the Company is not responsible for timely delivery of
pay. You are encouraged to enroll for direct deposit of your pay because you have access to your
pay quicker and you eliminate mail delays and time going to the bank.

TIMEKEEPING

Accurately recording time worked is the responsibility of every employee. Federal and state laws
require our Company to keep an accurate record of time worked in order to calculate employee
pay and benefits.

Time worked is the time spent on the job performing assigned duties. All employees, including
salaried employees, are required to submit time sheets at the end of each payroll period in
which work was conducted.

Altering, falsifying, tampering with time records, or recording time on another employee’s time
record may result in termination of employment.

It is your responsibility to sign your time records to certify the accuracy of all time recorded.
Your supervisor will review and then sign the time record before submitting it for payroll
processing. Supervisors and managers may not alter time records without discussion/review
with the employee, and signature of the employee. Exceptions to this include: correction of
math errors and unavailability of the employee such as unforeseen absence or termination of
employment.

OVERTIME

Overtime compensation is paid to all nonexempt employees in accordance with federal and
state wage and hour laws. All overtime work must receive the supervisor’s written prior
authorization before the overtime hours are actually worked. In the absence of your supervisor,
you should obtain prior authorization for overtime from another applicable member of local
management.

Overtime assignments will be distributed as equitably as practical to all employees qualified to
perform the required work. Overtime hours must be documented and submitted with the Time
Sheet in which the overtime is worked. Overtime pay is based on actual hours worked. Time off
on sick leave, vacation leave, holidays, or any leave of absence will not be considered hours
worked for purposes of determining the number of overtime hours worked.
If you work overtime because of an unanticipated participant emergency or immediate need, you should contact your supervisor at the conclusion of the participant incident or on the next business day to inform your supervisor of the overtime hours worked.

If you repeatedly work overtime without receiving written prior authorization from your supervisor, you may be subject to corrective action or termination of employment.

PAY DEDUCTIONS

The law requires the Company to make certain deductions from every employee's compensation. Among these are applicable federal, state, and local income taxes. The Company also must deduct Social Security taxes on each employee's earnings up to a specified limit that is called the Social Security "wage base." The Company matches the amount of Social Security taxes paid by each employee.

The Company offers programs and benefits beyond those required by law. You may voluntarily authorize deductions from your paycheck to cover the costs of participation in these programs.

The Company must make pay deductions for any garnishments received by outside orders from any of your creditors via court and support orders. In most cases, you will be notified of garnishments received.

The Company reserves the right to deduct money owed to the Company from your paycheck, in accord with applicable local and state laws. Examples include repayment for lost, stolen, missing, or intentionally damaged company property, repayment of pay advances, or deductions for PTO time used but not earned when an employee leaves the Company in accordance with federal and state law. For more information regarding deductions for vacation or paid time off, refer to the Paid Time off Policy.

Permissible Deductions for Exempt Staff

Exempt employees are paid based on their annual salary. A salary may be changed from time to time, such as resulting from a performance review or change in job duties, but is not subject to deductions for variations in the quantity or quality of the work performed. Under federal and state laws, we are able to make deductions for the following reasons:

- Full day absences for purely personal reasons.
- Full day disciplinary suspensions for serious infractions of Ross written policies.
- To offset payments received for jury and witness fees or military pay.
- The first and last week of employment in the event you work less than a full week.
- Full day absence before eligibility or after exhausting PTO under a bona fide leave policy.

ADMINISTRATIVE PAY CORRECTIONS
The Company takes all reasonable steps to ensure that you receive the correct amount of pay in each paycheck and that you are paid promptly on the scheduled payday.

In the unlikely event that there is an error in the amount of pay, you should promptly bring the discrepancy to the attention of your director supervisor or local Director and to the attention of the Payroll Department in your division so that corrections can be made as quickly as possible. The Company has the right to automatically correct payroll errors upon discovery of the error.

Errors in Pay
It's Ross’s policy and practice to compensate employees accurately and in compliance with all applicable state and federal laws, and not make improper deductions from any employee’s pay. Please review your pay record when you receive it to make sure it’s correct. If you have any questions, or believe a mistake has been made, you must bring it to the attention of the payroll department immediately. We will investigate it promptly; if any error is found, you will receive an adjustment.

MERIT-BASED PAY ADJUSTMENTS

Merit-based pay adjustments may be awarded by the Company in an effort to recognize truly superior employee performance. The decision to award such an adjustment is dependent upon numerous factors, including the information documented by a formal performance evaluation process and the availability of funds.

No employee is entitled to a merit increase and all such increases are awarded, if at all, at the complete and total discretion of the Company

BUSINESS TRAVEL EXPENSES

The Company will reimburse you for pre-approved, reasonable business travel expenses incurred while on assignments away from the normal work location. All business travel must be approved in advance.

Once your travel plans are approved, you are encouraged to contact your Regional Director or Department Manager who may assist with making necessary travel arrangements. In some instances, discounted corporate rates are available with carriers, rental car companies, and hotel chains. Most travel arrangements will be made out of the corporate office.

Some travel expenses are paid directly by the Company within a local region. In other approved situations the actual costs of travel, meals, lodging, and other expenses directly related to accomplishing business travel objectives will be reimbursed by the Company. You are expected to limit expenses to reasonable amounts and no alcohol may be purchased for any meals. We do not reimburse for tips left for items such as hotel housekeeping or parking lot attendants.
If you are involved in an accident while traveling on business, promptly report the incident to your immediate supervisor. Vehicles owned, leased, or rented by the Company may not be used for personal use without prior approval.

When travel is completed, you must submit completed travel expense reports within the same month as the travel occurred, or in accordance with the reimbursement practice in your region or department. Reports must be accompanied by detailed receipts showing all individual meal expenses. You will be reimbursed for meals and beverages at your meal (non alcoholic). You will not be reimbursed for snacks or refreshments. If you are attending a conference/training and a meal is paid for as part of registration, then you will not be reimbursed for a meal in place of the conference/training meal that has already been paid for at the time of registration.

Contact your supervisor for guidance and assistance on procedures related to travel arrangements, travel advances, expense reports, reimbursement for specific expenses, or any other business travel issues in your region.

Abuse of this business travel expenses policy, including falsifying expense reports to reflect costs not incurred by you; or not incurred while on, or related to business travel expenses, will be grounds for termination of your employment.

MILEAGE REIMBURSEMENT

Mileage Reimbursement may be available to reimburse your actual mileage when you use your personal vehicle for business travel for the purpose of fulfilling your job requirements. Mileage reimbursement is in accordance with local operating area policies and covers vehicle wear and tear and gas costs. Therefore, you cannot submit for both mileage and gas reimbursement. The gas is covered under the reimbursement. In accordance with your local area's policy, you may be required to submit a printed map detailing your trips along with your reimbursement form.

Mileage reimbursement must be submitted within the month the travel occurred, and on the appropriate form according to the local practice. Submissions after this time frame may not be paid.
Monitoring Schedule and Monitoring Tool

Monitoring is normally conducted on a quarterly basis. Our Standard Operating Procedure and one of our monitoring tools is provided on the next page.
ROSS IES CORP
WIOA, TANF, and FAE&T PROGRAMS
STANDARD OPERATING PROCEDURE (SOP)

TITLE: Ross Internal Monitoring Procedures
Updated: 1/2019

PURPOSE OF PROCEDURE:

To document the process of Internal program monitoring to ensure the integrity of all WIOA Programs operated by Ross IES Corp.

Reference: All procedures must be conducted in accordance with the Workforce Innovation and Opportunity Act, TANF, FAE&T, the Veteran’s Preference Policies, and Ross IES Corp Policies.

Monitoring procedures provide internal program management to assure contract compliance with contract requirements, delivery of high-quality services and achievement of planned outcomes. These procedures will also ensure that auditable and otherwise adequate records are maintained to support the eligibility of all program participants and conform to specific requirements and time limitations, therefore minimizing the risk of performance issues and/or disallowed costs.

Monitoring Process:

The internal file monitoring process will include those who are registered or enrolled during each quarter, who are still active at the time of verification, and receive verification of eligibility as part of a quarterly monitoring process conducted by the Regional Director or designated staff person responsible for monitoring. This process may also include the files of those participants who have exited and are in the 12-month follow-up phase of case management. The process will utilize the files on the MIS for the region, but may also include "paper files" where utilized.

In the event the monitoring is to include "paper files", the files may either be examined in the region’s office or copies of the selected files can be requested by the Regional Director. At no time should original files be shipped/transported out of the region for monitoring purposes.
Monitoring Schedule:

At least one (1) internal file monitoring shall be conducted each program year for all project sites under contract.

Exceptions to the schedule shall include:

- **New Project Sites** may be monitored on a more frequent basis involving fewer or more files than normal internal monitoring procedures in order to determine additional staff training to be provided and to guard against risk of performance issues and/or disallowed costs. A minimum of 10 (ten) files, both new and carry-in files that are active, shall be selected each time and be representative of at least 2 (two) case management staff members.

- **Project Sites on Probation** shall be subject to a monthly "spot check" of a random sampling of files to assure the continuance of best practices and to ensure against further risk of performance issues and/or disallowed costs.

Selection of Files for Monitoring:

The normal monitoring sample shall represent 10% to 15% of the total number of files for each program under the contract, including those files in “follow up” status. **Selected files shall be examined the first month after the end of the quarter being sampled (i.e.: First Quarter = July-September - files will be examined in October).** Documentation shall be maintained for each participant selected for verification. The documentation must be entered into MIS for that region and contain required information for the monitor to review the eligibility determination and accurate date of registration.

Monitoring Criteria:

Documentation must include:

- Eligibility used for enrollment
- Verification of dates and signatures
- Examination of Documents for Fundable Activities (i.e. for WIOA-ITAs, WEX, OJT, etc.)
- Services/Activities
- Case Notes
- Outcomes
- Exit Submissions
- Mandated Follow Up
- Retention of "paper file"/electronic records (local SOP or funding agency policy)
- Evidence of previous corrective action being carried out

Monitoring Reports:

The internal monitoring system includes documenting that the monitoring activity has taken place and the results thereof. In order to meet the documentation requirement, **a monitoring report on each contract monitored shall be prepared in writing and transmitted by the last day of the month in which it occurs (for example: First Quarter = July-September - files will be examined in October and the written report prepared and transmitted by October 31st) and shall be maintained along with documentation of corrective action required.** The written report of the monitoring including any findings and corrective action required shall be transmitted to the Project Director of the monitored program, the Ross Vice President for Contracts Management, the Regional Director for the contract and any other corporate staff deemed appropriate to receive the report.
Summary of Monitoring Reports:

A summary report of monitoring activity shall be completed for all programs monitored for each quarter by the last day of the month following the designated quarter and shall include:

1. A list of all participants that were monitored during the quarter
2. A file checklist for each participant, including eligibility documentation
3. Review of services provided to each participant
4. Review of activities with emphasis on those involving the expenditure of funds
5. Critique of case notes for structure, style, content and continuity
6. Assessment of data integrity
7. Corrective action or recommendations and due date for response and completion of actions and recommendations.
8. Copy must be provided to VP Contracts Management and the CEO.

Corrective Action:

A response to proposed corrective actions shall be made in writing by the Project Director within 10 (ten) business days to the Regional Director for the contract and copied to the Ross Vice President for Contracts Management and any other corporate staff who received the monitoring report. The response shall address each item in detail providing 1) confirmation of action to be taken or 2) any mitigating information found in regard to any item.

The agreed upon corrective actions shall be completed within 15 (fifteen) business days of the report and notification that the actions are complete and ready for review shall then be sent to the interested parties noted above.
### Monitoring Form

<table>
<thead>
<tr>
<th>PARTICIPANT INFORMATION:</th>
<th>A DW OS</th>
<th>Career</th>
<th>Coach</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME OF PARTICIPANT:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State ID:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROGRAM:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAREER COACH NAME:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 1.) ELIGIBILITY DOCUMENTS

<table>
<thead>
<tr>
<th>Documents</th>
<th>A DW OS</th>
</tr>
</thead>
<tbody>
<tr>
<td>VALID PHOTO ID</td>
<td>X</td>
</tr>
<tr>
<td>RESIDENTIAL ADDRESS VERIFICATION (if applicable)</td>
<td>X</td>
</tr>
<tr>
<td>SELECTIVE SERVICE VERIFICATION (IF OVER 18)</td>
<td>X</td>
</tr>
<tr>
<td>DD214 (if a Veteran)</td>
<td>X</td>
</tr>
<tr>
<td>SOCIAL SERVICES INFORMATION CAIN &amp; FSBH print-out, SNAP, OR DSS APPROVAL LETTER (if applicable)</td>
<td>X</td>
</tr>
<tr>
<td>INCOME DOCUMENTATION -or-</td>
<td>X</td>
</tr>
<tr>
<td>FAMILY SIZE INCOME FORM</td>
<td>X</td>
</tr>
<tr>
<td>DISLOCATED WORKER VERIFICATION (layoff or UI verification) -or-</td>
<td>X</td>
</tr>
<tr>
<td>DIPLOMA -or- GED -or- SCHOOL RECORDS</td>
<td>X</td>
</tr>
<tr>
<td>DOCUMENTATION OF A BARRIER (Youth only, if applicable)</td>
<td>-</td>
</tr>
<tr>
<td>DETAILED SELF ATTESTATION</td>
<td>X</td>
</tr>
<tr>
<td>WINTABE SCORES (if applicable)</td>
<td>X</td>
</tr>
</tbody>
</table>

**Director Eligibility Approval Date:** Staff **may not** enroll without approval from director. Director will reply to the email and make a case note confirming approval.

#### 2.) ENROLLMENT FORMS:

Email Director back in **same email thread** confirming the documents have been uploaded and SCWOS is ready to be checked.

<table>
<thead>
<tr>
<th>Forms</th>
<th>A DW OS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIGNED/DATED ELIGIBILITY APPLICATION (signature dates must match page 1 eligibility date)</td>
<td>X</td>
</tr>
<tr>
<td>WIOA WELCOME PACKET</td>
<td>X</td>
</tr>
<tr>
<td>AUTHORIZATION OF RELEASE OF INFORMATION (dated)</td>
<td>X</td>
</tr>
<tr>
<td>RELEASE OF INDEMNIFICATION/PHTO RELEASE</td>
<td>X</td>
</tr>
<tr>
<td>CIVIL RIGHTS - EO PARTICIPANT FORM</td>
<td>X</td>
</tr>
</tbody>
</table>

#### 3.) YOUTH SPECIFIC FORMS:

<table>
<thead>
<tr>
<th>Forms</th>
<th>A DW OS</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECEIPT OF INFORMATION</td>
<td>-</td>
</tr>
<tr>
<td>RELEASE OF INFORMATION</td>
<td>-</td>
</tr>
<tr>
<td>RIGHTS HANDOUT</td>
<td>-</td>
</tr>
<tr>
<td>SC WORKS/WIOA PARTICIPANT CONTRACT</td>
<td>-</td>
</tr>
<tr>
<td>EWC HOUSEHOLD LIVING SITUATION</td>
<td>-</td>
</tr>
<tr>
<td>SUPPORT SERVICE SEARCH FOR OTHER OPTIONS</td>
<td>-</td>
</tr>
<tr>
<td>WORK READINESS ASSESSMENT</td>
<td>-</td>
</tr>
</tbody>
</table>

#### 4.) PARTICIPATION PACKAGE

<table>
<thead>
<tr>
<th>Forms</th>
<th>A DW OS</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDIVIDUAL EMPLOYMENT PLAN (IEP/ASS)</td>
<td>X</td>
</tr>
<tr>
<td>OAS COMPLETED (match barriers at program entry)</td>
<td>X</td>
</tr>
</tbody>
</table>

#### 5.) CASE NOTES: Quality Check

<table>
<thead>
<tr>
<th>Forms</th>
<th>A DW OS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
Budget Narrative: Contained in budget section of required documents
D. WIOA Statements of Work Response

Business Services

Ross staff will support and participate in the LCOG Business Services Team to drive economic growth and job placement. In collaboration with LCOG staff Business Services, we will regularly analyze labor market data for the region, as well as work with employers to determine employment trends and guide our customers towards training and up-skilling to grow the education and skills levels to fill employer gaps. Customers participating in Career Services job search activities will receive individual-specific job development in coordination with LCOG’s Business Services and our Ross staff. We will effectively market participant resumes to local business and facilitate the entire hiring process between customers and local employers, taking into account the customer’s academic and occupational skill level, prior work experience, and IEP. Ross staff members will present resumes to appropriate targeted local employers, schedule interviews for customers and follow-up with employers to determine the interview results and give the customer a positive reference if needed. This process continues until employment starts for each customer. The Ross team provides follow-up and supports to ensure lasting success.

In conjunction with LCOG Business Services team, we will focus on solutions that meet the current and future needs of a demand-driven workforce system, such as:

- Assisting businesses in planning workforce solutions that meet and anticipate economic development needs along identified targeted industry sectors.
- Coordinating efforts with LCOG and regional economic development entities to insure we develop effective and relative strategies to address workforce challenges and create workforce solutions that will have positive impact overall economic viability of businesses in our local communities.
- Developing data banks of talent pools of qualified job candidates based on specified industry skills to support businesses in recruiting and selecting qualified candidates to fill current available job opportunities.
- Partnering with employers and training vendors to provide workers with needed skills to meet job requirements work based training programs.
- Providing strategies that enable businesses to remain competitive and keep pace with ongoing challenges presented in a robust economy.
- Developing outreach initiatives that build cooperation and leveraging of resources.
- Engaging businesses in meaningful ways to develop a system that allows communication and cooperation.

Customers participating in Career Services job search activities will receive individual-specific job development in coordination with Business Services. We will effectively market customer resumes to local business and facilitate the entire hiring process between customers and local employers, taking into account the customer’s academic and occupational skill level, prior work experience, and IEP. Ross staff members will work with LCOG Business Services to present resumes to appropriate targeted local employers, schedule interviews for customers and follow-up with employers to determine the interview results and give the customer a positive reference.
if needed. We also use social media and smart phone apps to connect to both employers and job seekers.

**Federal Performance**

Stephanie Ferguson, Project Director, with support from Jody Buchholz, Regional Director, will monitor progress toward Federal Performance Measures. Our corporate management team ensures the project is operated efficiently and effectively in compliance with State and Federal laws, regulations, and policies. This may include weekly performance monitoring reports, caseload monitoring procedures, data entry reviews, and random case file audits to make certain that case management standards are being followed.

We recognize the importance of having an established system to ensure contractual and internal targets for quality assurance and service are met and exceeded. The reports and information generated from this monitoring activity will be reviewed regularly by the Program Management team ensuring a prompt response to any issues in order to maintain a high level of quality control. The management team will meet monthly at minimum to achieve three goals:

1. Enhance systems to ensure ongoing quality service and achievement of contractual levels;
2. Ensure maintenance of quality service and contractual service levels; and
3. Evaluate services and develop strategies to continuously improve on services.

Ross management reviews program-operating data on a regular basis, at minimum monthly, but more often if necessary due to program implementation or if the operating data suggests that corrective action/program modification is warranted. Senior management will review program status, Federal and local performance goals, and operating data with Project Directors and relevant personnel to evaluate potential corrective actions or improvement options. These operational policies necessitate the review of program activity such as enrollments, terminations, and customer outcomes. In addition, weekly required reports are monitored to identify any discrepancies in performance. Should such discrepancies arise, a corrective action plan is required by senior management, who follow up on the progress and success of each goal.

**Budget Management**

Budgets will include a monthly projection of expenditures. Prior to submission, these reports are reviewed by the Project Director and corporate staff. If there is variance between actual and projected expenditures, the budgets are analyzed to determine if budget modifications need to be implemented or the Project Director needs to curtail spending in specific line items. The Project Director communicates necessary information to staff regarding direct customer spending items.

**Expenditure Rate Requirements**

Ross will ensure expenditure rate requirements are met by continual monitoring of expenses. Documentation of actual costs incurred is required for audit purposes. Our company will assume the responsibility for determining eligibility as well as collection and retention of required documents for eligibility determination, WIOA application, and entry of data. Invoices for each
project are approved for accuracy by the Career Center Manager and submitted to our business office for payment. The business office prepares a monthly Expense Sheet for review by the Chief Executive Officer, Contract Management, and a monthly Profit and Loss statement for review by the VP of finance. These reports are examined carefully and utilized to prepare and submit billings to the funding agency.

Performance levels are also reviewed monthly to determine if they are in line with expenditures. Year-to-date spending reports will reflect the amounts required to meet the 20% Youth Work-Based Learning and $200,000 Adult and Dislocated Worker Spending requirements. An action plan will be implemented if spending levels exceeds performance; spending cuts will be made until performance correlates with expenditure levels.

The Lowcountry area (and other workforce areas) have seen a decrease in Dislocated Worker enrollments. We will begin the program year with the intent of utilizing funding for both, however there may be a need for a transfer of funds from Dislocated Worker to Adult in the event of substantially higher Adults served.

**Monitoring**

Activities will be documented in SC Works Online. Our organization runs weekly, monthly, and quarterly reports through SC Works to track and measure each outcome for all our participants. Each Ross Career Specialist submits a monthly report detailing enrollments, placements in employment, program exits, measurable skills gains, and credentials for the assigned caseload. Reports are reviewed at the local level so that all Career Specialists have full awareness of their caseload and performance. These reports are also reviewed at the corporate level during the weekly updates with the corporate management team.

Ross programs use a combination of electronic and manual monitoring functions/tools to compile, track and analyze program contractual requirements, performance levels and customer service levels. This ensures that when issues arise that require immediate attention, the Ross team can communicate in real time with field staff and all departments delivering services so responses and adjustments can be made quickly and efficiently within the parameters of the program and procedures. The responsibility of the Ross Team, when a deficiency, error or exception is identified, is to provide the support in adjusting operational procedures for change management and issue resolutions; for the dissemination of the Standard Operating Procedures, ensuring comprehensive staff and subcontractor training takes place, and coordinating all aspects of the Quality Assurance plan.

Ross’ most financial recent audit did not have any findings or compliance issues and was in accordance with accounting principles generally accepted. In addition, all of our programs are provided regular program and fiscal monitoring from each funding agency and state. There have been no findings or recommendations within our fiscal monitoring. Programmatic monitoring has only resulted in recommendations by the funding agency or retrieval of some documents or uploads into our MIS that they did not find in the file. All monitoring recommendations are completed and documentation is provided to the funding agency within required timelines.
Ross has the experience from operating in the Lowcountry area to effectively provide management and achieve results of the daily operations of One-Stop, WIOA and Youth programs to ensure quality performance. Our team will continually monitor and adhere to contract schedules for reporting, monitoring, and invoicing to ensure our delivery model and cycle time is effective. Any corrective action responses to our funding agency are responded within designated deadlines. A typical schedule of activities includes:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Staff Involved</th>
<th>Tool Used</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligibility/Case Management process</td>
<td>Project Director, Career Specialist</td>
<td>Standard Operating Procedures (SOP), file checklist, SC Works</td>
<td>Daily and then Weekly Analysis</td>
</tr>
<tr>
<td>Case Management flow</td>
<td>Project Director, Career Specialist</td>
<td>Standard Operating Procedures, file checklist</td>
<td>Monthly</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>Project Director, Career Specialist</td>
<td>SOPs, satisfaction surveys</td>
<td>Monthly</td>
</tr>
<tr>
<td>Performance outcomes</td>
<td>Entire Ross team</td>
<td>SOPs, Contract, Statement of Work</td>
<td>Weekly</td>
</tr>
<tr>
<td>File Audit</td>
<td>Project Director, Career Specialist</td>
<td>SOPs, Contract, Statement of Work</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Invoicing</td>
<td>Controller</td>
<td>Invoices</td>
<td>12th of each month</td>
</tr>
</tbody>
</table>

**Reporting**

Our organization takes a comprehensive approach to monitoring and evaluation, integrating internal controls and data analysis into the process. This is evident in the projects we have undertaken, where we have either developed specific procedures for data management or adhered to local reporting requirements. The Project Director and One-Stop Operator play a key role in this, overseeing the SC Works program and ensuring that quality assurance and program performance standards are met. This includes reviewing all data forms for accuracy, running reports to analyze program performance, and preparing and distributing internal and LCOG reports. Our One-Stop Operator, Mark Williams submits monthly VOS Greeter Reports, Partner Meeting Reports, Monthly Narrative Greeter Reports and the Customer Survey Report.

**Strategies**

**Equity, Diversity, Inclusion and Accessibility**

Ross recognizes and values diversity. Ross does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability, veteran status, or any other characteristic protected by law and hires individuals solely upon the basis of qualifications and ability to do the job to be filled. We have policies in place in our employee handbook to support our mission to elevate people of all backgrounds. These policies define equal opportunity, discrimination and provide steps to elevate an issue related to Ross and provide for resolution. Furthermore, Ross provides annual training on topics related to EO and disabilities. Ross believes it is important for all staff to be educated and equipped to serve all of our customers.
We also have an Equal Opportunity Officer (Brenda Motely-Aikens) to help address and resolve any issues.

We are committed to upholding Equal Opportunity and disability rights and have created a diversity committee to ensure that these rights are respected. This committee is composed of members from a range of backgrounds, including those with disabilities. Our core values are supported by the Ross Equity, Diversity and Inclusion (EDI) group that meets monthly to spread awareness and education among our organization. This includes reviewing existing policies and procedures, developing new initiatives, and educating staff on the importance of diversity in the workplace. Our EDI mission is:

*Enabling better lives and striving to create equality, diversity and inclusion for our team members, our customers, and our communities.*

**Ross stands for everyone equally, every day and in all we do.**

**Serving Large Numbers of Varying Individuals**
We target outreach to engage specific populations through a hybrid service model (In-person/Virtual). This may include making presentations or "pop up" one stops in various nontraditional locations. We will work with the Local Workforce Development Board and partners to hold special events and to expand the technological footprint across the counties. Ross will collaborate with partners and Lowcountry COG staff on outreach efforts including participating in expos specific to target groups, establishing relationships with appropriate agencies, working with community-based organizations who have elements of wrap-around services, contacting partner representatives, using targeted email and social media, contacting educational institutions, presenting to local civic organizations and posting information in places frequented by potential applicants.

To reach target groups, we cannot wait until individuals come to us. We must go to them and make our target market aware of our services. As part of continuous improvement to reach those groups we will:

- Identify gaps between the total population of our target groups and those that receive WIOA services.
- Personalize outreach materials specific to target populations.
- Continually evaluate outreach methods described above.
- Overcome any customer challenges that arise through analysis and problem solving for each individual situation.
- Identify incentives, community events, and other enticements for job seeker engagement.
Our organization has the experience of serving every type of individual who may visit the SC Works Career Center, from those who are homeless to corporate executives. Each individual may have a separate set of challenges. Through our network of mandated and non-mandated partner and community agencies, Ross is well equipped to work individual needs.

In some of our areas, we have had targets of serving target groups, such as persons with disabilities, high school dropouts, or those with high skills. In other areas, we were able to achieve targets, which were normally 90% of the population who had limited English, low-income, limited literacy, offenders, high school dropouts, low-skilled, veterans, disabilities, rural area individuals, limited internet access or disconnected Youth. This includes:

- **Limited English Proficiency**-In all our programs, we target the hiring of staff who are bilingual. We have staffed programs whereas many of 90% of staff were bilingual and available to provide translation services and additional assistance to non-English speaking customers. Our information materials are provided in different languages. We also have staff available in other Ross locations who can speak other languages spoken by South Carolina persons, such as Spanish, French, German, Chinese and Vietnamese languages via telephone.

- **Individuals with Disabilities**-In the past year, we have supported over 200 people who have identified as having disabilities. Assistive devices are provided within the centers and connections to Rehabilitative Services are provided within the centers.

- **Dropouts**-Individuals will be referred to Adult Education/Alternative Education. After career readiness, participants will be provided a work-based learning opportunity or additional training.

- **At Risk Youth/Young Adults**-Through school partnerships, counseling and drop-out prevention meetings, Career Specialists maintain strong relationships with youth to work through barriers.

- **Low Income Individuals**-We provide SC DHHS, community service referrals and supportive services, as well as work-based learning opportunities.

- **Limited Literacy Skills**- We will provide internet-based tutorials and refer customers to literacy programs.

- **Offenders**- We have extensive experience operating returning citizens programs; we assist customers with bonding and appropriate identification for employment and assign them to all of the relevant life skills workshops and market to employers the benefits of hiring an ex-offender.

- **Highly Skilled Job Seeker**- Some customers may need minor skill enhancement and will be put on a database of “Fast Track” job ready participants who possess higher level skills and education appropriate for the needs of employers hiring skilled workers.

- **Transportation Barriers**- We have provided supportive services for transportation needs, ride-share programs, local meeting spots and virtual services.

- **Limited Internet**-Through support services, we have provided “hot spot” subscriptions enabling internet access.
Customer Access to Services
All communities within the four-county area will have access to WIOA and other One-Stop SC Works Job Services. We will utilize our proven methods of engaging customers, offering easy access to our comprehensive, integrated and innovative services including referrals to occupational skills training, job readiness workshops, labor market information, and workplace learning. These services may be conducted in the SC Works Job Centers or in other identified locations. We have accomplished this in other areas through the use of technology, such as reaching customers through video conferencing or phone apps. or we provide “pop-up” locations. This additional accessibility can occur in community centers, libraries, or fast-food restaurants if the customer cannot easily get to the center. Some of the recent areas we have met with participants include:

- Freedom Heating & Air
- Cancer Thrift Store
- Spencer Industries
- The Healthier Liz & Wellness Center
- Hampton County Library

Innovations and Strategies to Increase Individual Success
A strong and efficient case-management and career planning system is the cornerstone of customer engagement and timely and accurate reporting of outcomes. Every Career Specialist builds a relationship with the customer and remains in regular contact while active in job search, training, employment, education through completion and follow-up. Ross staff will conduct follow up to provide counseling/guidance, ensure completion of goals, and stabilization in employment. Activities will be documented in SCWOS and on the IEP. We may provide a smartphone app, LinkedIn and Facebook updates which will allow customers to receive information from the program via their mobile devices. Close tracking of the customer ensures performance goals are achieved, and that we can successfully capture data that ensures continuous internal quality improvements, thus aiding us in meeting and exceeding all our program objectives.

For youth, we collaborate with our community partners to provide career and job fairs to provide career exploration opportunities and stress the importance of attaining certifications, credentials, and advanced learning to successfully embark upon a career path that will provide sustainable employment income. An open house and other events are also conducted to increase parent and family engagement and communicate the client’s success to the parents. The Ross team realizes the importance of building a rapport with the family and a strong relationship with the young adults. If a behavioral issue arises, the Career Specialists will intervene and help the youth to problem solve. This may involve an office visit or a visit to the school as appropriate. In addition, we provide a youth incentive program to motivate youth to reach their educational and career goals.

Our innovations and strategies will focus primarily on customer/community engagement and employment to expand the scope and reach of the workforce center to more community members. We continually seek out opportunities to connect the community with all career center services.
Several of our innovations have included:
- Community BBQs
- Sector based recruitment and cohorts
- Talent Tours
- Bowling for Jobs-unique way to connect job seekers and employers
- Motivational Speakers
- New business license welcome committee
- Lunch and Learn
- Contests on social media
- Occupational Mentorship
- In Demand Industry hiring fairs
- Smartphone apps that provide customer reminders, job tips and inspirational messages
- Speed Job “Dating” (the employment version of speed dating) where employers and job seekers connect in a speed round version of introductions to make connections for employment.

We look to create unique and meaningful opportunities for employers and the community to connect with our program so that the Career Center becomes the “go to” place. We want to stand out among other services and be at the top of list for people to call/visit.

**Start-Up Plan and Transition Period**
As the current provider in Lowcountry, Ross currently has trained staff in place to continue services starting June 30, 2023. Transition plans will occur starting June 1, 2023 with the Ross team to plan for new year activities with the development of new action plans and goals for customer service.

**Urgency, Accuracy and Accountability**
Staff always have a sense of urgency in case management. Timelines and deadlines have been created for each step of the process. Additionally, the Project Director has regular check-ins with staff to ensure that progress is being made towards reaching the desired outcome. Accuracy of enrollment eligibility and files are continually monitored through internal and peer review.
To ensure accuracy in case management, it is important to have a clear understanding of the case, its goals, and the necessary steps to reach those goals. We use standardized forms and procedures that are consistently followed can help to ensure accuracy.

We hold all staff involved accountable for their actions. Staff are updated through reports regarding customer status and follow up. Many steps are taken to maintain in contact with our customers, starting with phone calls, texting, e-mails, on-person visits to work sites, training sites, social media and postal mail. Our timeline is as follows:

- Recruitment to Orientation- Every Thursday
- Orientation to Application - Depending on what dates the local Adult Education gives to us for TABE Testing.
- Application to Enrollment - 7 days
- Enrollment to Placement - Depending on what each participant requires and in identifying if any barriers.
- Placement to Follow-Up - 1 year/4qtrs
File Maintenance Process
Ross staff protect the integrity and confidentiality of all information obtained in the course of service. All Ross employees, regardless of position, are required to complete HIPAA training within 30 days of employment.

All information pertaining to Enrollment/Eligibility/MSG's/Credentials is immediately uploaded into SCWOS. Staff reviews the circumstances where confidential information may be requested and where disclosure of confidential information may be legally required, especially pertaining to employment and training information. Once eligibility is confirmed on the uploaded and scanned paperwork, it is shredded to guarantee confidentiality. Medical information is placed in a locked file and is not scanned.

This project maintains secure, locked file cabinets where customer files and records are stored in each of the centers. Information of a sensitive nature obtained during individual counseling is placed into a sealed envelope labeled “confidential” before it is filed into the individual customer file. Computer passwords are protected as to avoid anyone accessing SCWOS information.

Data Security checks are conducted at random intervals on a weekly basis by Project Director. A Data Security Checklist may be used to conduct Data Security checks at each center. Based on the findings, a plan of action is created to address staff members who are non-compliant. Depending upon the severity of the data security violation, a disciplinary action process may be implemented.

Data Entry
To gain access to SCWOS, every user must have their own staff account. Services, scanning and case notes will be entered within seven days of occurrence or approval. Financial transactions are conducted out of our corporate office. Emergency payments can be provided same day. Checks are processed weekly by our Accounts Payable staff and payment is sent to employers and vendors. The Career Specialist will forward all requests to the Project Director for approval. Once approved, documentation is provided to our financial staff for timely processing. Once the check is received, the Career Specialist and customer will sign documentation in acknowledgment of receipt.

As a current service provider in Lowcountry and a provider in two other workforce areas in South Carolina, we have the knowledge and experience using the SC Works Online (SCWOS) case management system. Any new staff would request state training for SCWOS. Our entire organization believes that internal controls, data management and analysis are a critical component of continuous quality improvement and effective program management. We participate in Data Validation activities and have obtained the QRA measures.

Our Project Director is responsible for overseeing SCWOS and reporting functions. These responsibilities include quality assurance and program performance functions including reviewing
all data forms for accuracy and completeness, running and analyzing routine reports to assist in monitoring program performance, support services, and preparing and distributing internal program performance reports.

Our financial transactions are completed in a timely manner. A schedule is maintained to track dates of financial payments to participants, employers and vendors. Entries generated automatically through sub ledgers, such as billing, accounts receivable (A/R), or accounts payable (A/P) are considered approved based on the approval of the support documentation used for entry into the sub ledger. These entry sources are clearly identified within the general ledger to provide a clear trail to the approved support. If the entries are integrated through a batch process, proper supporting reports indicating which transactions are included in each batch are maintained on file.

Entries generated using confidential reports processed through an outside contractor will either reference the specific report being used with enough detail as to clearly indicate the purpose of the entry or a copy of the title page or summary report supporting the journal entry.

**Outreach and Recruitment**

All local staff are responsible for customer recruitment. Recruitment efforts, case management and training will focus on the top in-demand sectors in the Lowcountry operating area, including Manufacturing, Transportation Distribution & Logistics, Healthcare, Technical and Culinary Arts. We will support the LCOG Business Services Team as we know the employer base is a particularly important outreach counterpart to drive economic growth and job placement. Technology, demographics, business trends, educational levels, and shifts in consumer demands are among the list of factors that play integral parts in shaping the dynamics of today’s in-demand occupations.

Our goal is to create and provide a seamless service to each participant that exceeds their expectations. As previously mentioned, we work with our partners in the community to reach potential new participants who need assistance to gain sustainable employment. We also take every opportunity to present our WIOA program to students at community colleges and participants of our training providers in hopes we can be of assistance to them through our program. Our recruitment is based upon the strength of the participant service we provide to each individual with whom we work. We have used social media, community events, radio spots, and local print marketing to increase awareness of our program. We also rely on word of mouth, which is why Ross emphasizes participant service. We want our participants to return to the center, but we also want them to tell other people about our services.

From first contact, we encourage participants to attend a group orientation that occurs every Thursday, or the Career Specialists meets individually. To expedite the process, the customer is provided a list of documents to determine program eligibility and complete the application process. Our goal is to quickly determine participant need and eligibility in order to meet the required expenditures and performance outcomes. We screen participants into our program rather than out of our program.
Orientation and Intake
An orientation session occurs every Thursday. The assigned Career Specialist will assist the customer identified as appropriate for WIOA enrollment in completing the WIOA service application and will obtain photocopies of all eligibility documentation. All staff are provided WIOA eligibility and case management training. Customer application and eligibility for appropriate services determination is reviewed and approved by the Project Director prior to enrollment and commencement of any planned Career Services.

Orientation will focus on WIOA services by including discussion of partner services, overview of WIOA services they can receive, and understanding Career Services and Training. Individual and small group orientation will be conducted as needed after “walk-in” and referral customers complete a short registration form. The customer may proceed with completion of required intake and eligibility forms at that time or, if necessary and appropriate, may be scheduled for an appointment with the Career Specialist, either in person or virtually. The assigned Career Specialist will assist the customer identified as appropriate for WIOA enrollment in completing the WIOA service application and will obtain photocopies of all eligibility documentation. Customer application and eligibility for appropriate services determination is reviewed and approved by the Project Director prior to enrollment and commencement of any planned Career Services.

Enrollment and expenditure timelines will be met as we review and provide approval for new enrollment applications within 48 hours. Each customer may start receiving services immediately through the Resource Room and then be provided with individual career counseling to develop a lasting relationship through our service offerings.

Information and Referral
We have and effective means of cross-agency communication between partners when referrals are warranted for the customer. We will document referrals and also use the Common Referral Form, which is designed to acquire confirmation from the referral agency that the customer has attended the initial appointment and/or has begun services. The Common Referral is designed to acquire confirmation from the referral agency that the customer has attended the initial appointment and or has begun services. Lacking such confirmation, the assigned Ross Career Specialist follows-up with the customer to confirm an effective referral. All referral activities are documented in SCWOS and in customer files to facilitate ready follow-up on customers and referrals for those enrolled and not enrolled in program services.
Eligibility
Everyone is welcome to utilize the SC Works Job Centers, however not every WIOA eligible adult will be suitable for enrollment and/or training. We make every effort to serve target populations and provide successful outcomes with each customer commitment. Those not interested in becoming vested in the program are provided referrals to the SC Works Job Center and community agencies if in need of other supports. In addition to meeting WIOA enrollment eligibility requirements, Ross staff members will speak with customers and complete a suitability assessment. Topics include drug use, housing, childcare, legal issues and budgeting. If there are areas that will prevent a customer from participating in the program, we may provide referrals to address issues prior to enrollment.

Staff involved in determining eligibility will receive intensive training regarding WIOA requirements. This starts with our staff onboarding process through our “WIOA 101” PowerPoint training provided from a Ross staff member and ongoing professional development. Our process results in compliant, fully verified and accurate Eligibility determination. Our eligibility process will ensure that our enrollments are increasing to meet our required expenditure and performance outcomes. We also provide desk aids, Standard Operating Procedures and ongoing staff training with peer reviews.

Applications are completed the day of the first interview or by the next visit if additional information is required. Career Specialists will record all assessment and eligibility within SCWOS. Caseloads of 50 will be maintained to meet required expenditure and performance benchmarks. We are prepared to use the SCWOS Eligibility Explorer as it is rolled out in the future to allow potential applicants to “pre-fill” the WIOA Title I application and upload documents.

Our company will assume the responsibility for determining eligibility as well as collection and retention of required documents for eligibility determination, WIOA application, and entry of data. This includes absorbing and repaying any disallowed costs as a result of eligibility determination errors or other disallowed costs arising from its operations. Our practice is to continuously monitor program quality throughout all areas of the contract, including eligibility with formal evaluations occurring on a regular basis. The reports and information generated from this monitoring activity will be reviewed regularly ensuring a prompt response to any issues in order to maintain a high level of quality control.

Enrollment/Participation
Ross Career Specialists are responsible for working with each participant from application to enrollment, through follow-up. Applications are approved within 48 hours. All Career Specialists are fully trained to conduct applications and enrollments.

Priority of Service
Direct service staff are trained that priority of service must be assessed at the time of eligibility determination, and customers must be informed if they are to receive priority to meet the 75% minimum requirement. If, during participation, our Career Specialist learns of changes in an
individual’s status that allow him/her to receive a higher priority of service, she/he must be given increased priority. For example, if someone who was not low-income at program entry becomes low-income during participation, she/he starts receiving increased priority as soon as the career planner becomes aware of the change.

A priority of services for Out-of-School Youth (OSY) with a 75% expenditure requirement of Youth funds on OSY. All Youth who meet the OSY eligibility and complete the enrollment process must become Youth participants. Our goal is to serve more OSY who are disconnected from school and work.

Assessment process and instruments
Each customer starts their individualized services with the assessment. Our Career Specialists have been trained on various assessments and administer them as appropriate to each customer on the basis of the individualized appraisal of the customer’s needs, educational level, job readiness, and employment goals and interests.

The assessments help to shape the career pathway for our participants. It provides the information needed to identify the customer’s chosen jobs/sector interests, skills, and work preferences and will be used as the basis for matching the customer to employment. More importantly, a good assessment provides the foundation for an individualized approach to job placement that promotes customer buy-in through ownership and investment into their own career path.

In order to help customers and tune in to their interests and skills, the comprehensive assessment helps to provide clear feedback as a starting point. The development of the Individual Employment Plan includes an in-depth interview to identify interests, work history, family needs, and any employment “challenges”. At each stage of assessment, the level of job search readiness will be assessed including not only job search skills, but life skills and work maturity skills.

We offer Virtual assessments to Customers so that they may also take self-administered assessments on-line at their convenience:
- My Skills My Future (http://www.myskillsmyfuture.org/)
- My Next Move (http://www.mynextmove.org/)
- O*Net Online (https://www.onetonline.org/skills/)
- National Soft Skills (https://www.nationalsoftskills.org)

Assessment helps our participants determine their interests and strengths. We use this information to develop job fit suggestions leading into Career Pathways. Our Career Pathways strategy will prepare and place all customers in high growth/nigh demand employment sectors. It will offer customers a clear and reliable course of action for building skills to progress in their careers and have a concentration on the high demand industries to connect adults and youth to economic growth opportunities. We will support job development and placement which will provide quality outcomes resulting in placement in high-skill, high wage industries.
Individual Employment Plan/Individual Service Strategy

Our staff are intentional about being encouraging in their interactions with customers and take time to talk with each customer about the benefit of the program as it relates to their life’s circumstances. Quality time is spent during the ISS/IEP process to ensure that the document reflects the specific needs of the customer, actions to be taken and to ensure that there is ownership taken by the customer. This document is reviewed with the customer periodically to ensure that all goals are still relevant to the customer’s situation and that steps are being taken toward the achievement of the goals. This is especially important for those customers who are minimally skilled. We want them to “see” a clear plan and understand the importance of each step on the career pathway. If they can see it, they are more likely to understand and embrace it.

The Individual Employment Plan (IEP) or Individual Service Strategy (ISS) is the driving force of the customer’s journey in the workforce system. Each Career Specialist is trained on how to create the most accurate and meaningful IEP that is individualized for each customer. Each individual customer will be invested in the creation of their own Individual Employment Plan to create and reinforce the vision of the plan. Identification of customer needs starts with the assessment results and the development of a relationship with the Career Specialists who acts as an advisor/mentor during their experience with the Career Center. The IEP is a “living” document that continues to be evaluated and updated throughout the process as goals are completed. The development of the IEP/ISS includes an in-depth interview to identify interests, work history, family needs, and any employment “challenges”. At each stage of assessment, the level of job search readiness will be assessed including not only job search skills, but life skills and work maturity skills. Additional assessments are available as needed or appropriate. Each plan is personal and flexible as new goals are created as new skills are achieved.

Co-Enrollment

Co-enrollment with appropriate partner programs is a critical component of the workforce system and leverages the additional resources that are available within the Lowcountry local area. Co-enrollment across funding streams helps leverage limited resources, eliminate duplication of services and helps meet the needs and expectations of all customers. These may include the numerous educational institutions and training providers.

Monitoring of Enrollment Process

Enrollments are reviewed by the Project Director for completeness, accuracy and appropriateness. Regular case files reviews occur to provide any recommendations needed regarding customer plans and referral needs.

Case Management Process

Our human-centered approach involves, at its very core, listening. Using an empathic and person-centered approach, the customer is empowered to explore and identify career strengths and aspirations through a self-assessment. The process of self-discovery and evaluation, with the assistance of a Ross Career Specialist, sets the tone for establishing career/personal goals and strategizing how to implement objectives. Our customer’s core aspirations, needs, wants, and desired outcomes can become a reality starting at the Jcb Center.
The Career Specialist will provide case management assistance through interviews, assessment, referral and follow-up, assist customers in identifying and accessing necessary support services, and identify and coordinate vocational training programs or educational institutions that are appropriate to customer needs. Not every customer will be suitable for training; the Career Specialist identifies specific training opportunities that are compatible with a number of factors including: customer choice and commitment, assessment/test scores, in-demand career field, approved training provider and ability to earn high wages and benefits in field.

Customers are guided towards the Lowcountry and South Coast Region target sectors and industries such as Manufacturing, Transportation Distribution & Logistics, Healthcare, Technical and Culinary Arts. The chart below details our case management process from case management to employment, especially if a customer does not participate in training and has existing transferable skills:

<table>
<thead>
<tr>
<th>1. Research Target Industries and Job Sectors:</th>
<th>Research the target industries and job sectors to understand the skills, qualifications, and experience needed to succeed in each, as well as look at training opportunities for customer.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Develop a Targeted Resume and Cover Letter:</td>
<td>Create a resume and cover letter that is tailored to each industry or job sector. Focus on highlighting the skills, qualifications, and experiences that are relevant to the target industry or job sector.</td>
</tr>
<tr>
<td>3. Network with Professionals in the Targeted Industries or Job Sectors:</td>
<td>Reach out to professionals in the target industries or job sectors to expand their network and gain insights about potential opportunities.</td>
</tr>
<tr>
<td>4. Attend Relevant Events:</td>
<td>Refer customers to attend events related to the target industries or job sectors, such as conferences, career fairs, workshops, and seminars to meet people in the industry and learn more about potential opportunities.</td>
</tr>
<tr>
<td>5. Utilize Online Resources:</td>
<td>Utilize online resources such as LinkedIn, Glassdoor, and other job boards to search for potential openings in the target industries or job sectors.</td>
</tr>
</tbody>
</table>

As the Career Specialist regularly reviews the customer progress, he/she will determine the need for reassessment and other services, including referrals, for customers not meeting the planned progress as outlined in the IEP or ISS. A strong and efficient case-management and career planning system is the cornerstone of customer engagement and timely and accurate reporting of outcomes. Case notes are entered upon every point of contact with a customer, which occurs minimally, every 30 days. This includes email, phone call, letter, and mailings to the customer. Our case notes are entered quickly, and the subject is distinguishable, such as Individual Training Account (ITA) payment, ITA check request, Support Service Request, Support Service Payment, behavior during workshop, follow-up, etc. Duplication of services is prevented when this case noting process is followed by everyone.
Youth services may require further level of family and school involvement to ensure successful progression in educational levels. Youth are provided group workshops, additional career counseling and incentives to reach their educational and training goals toward employment.

According to Harvard University, the Carnegie Foundation and Stanford Research Center, 85% of job success comes from having well-developed soft skills and people skills. We work with the LCOG Business Services Coordinator and his team who deliver soft skills workshops in order to appropriately prepare customers for training and employment. Customers are administered the TABE test and take career assessments, as previously described. Those who are basic skills deficient are referred to Adult Education. All pre and post test results are documented in SCWOS.

Case Management is an ongoing process from enrollment through 4th quarter after exit (12 months). Every Career Specialist builds a relationship with the customer and remains in regular contact while active in job search, training, employment, education through completion and follow-up. Ross staff will conduct follow up to provide counseling/guidance, ensure completion of goals, and stabilization in employment.

Activities will be documented in SCWOS and on the IEP. We may provide a smartphone app, LinkedIn and Facebook updates which will allow customers to receive information from the program via their mobile devices. Close tracking of the customer ensures performance goals are achieved, and that we are able to successfully capture data that ensures continuous internal quality improvements, thus aiding us in meeting and exceeding all of our program objectives.

Ross has developed case management monitoring reports/trackers. Ross staff will complete regular reviews, including case file review, data entry review, caseload contacts and its effectiveness using monitoring data, state reporting data, and feedback. The Case Management process is monitored through file reviews and regular internal monitoring conducted by our Regional Director.

Support Services
Support services are administered based on need and availability. We have provided support services for childcare, transportation, housing, clothing, medical care for training or employment, counseling, etc. We have the ability to process same-day emergency request, however the timeframe for normal check processing is one week. We may also maintain gift cards on site to be used same day by the customer with assistance from the Career Specialist.

To remain in compliance with WIOA Act and regulations, our documentation process is:

a) Ross staff state in case notes the determination of customer’s request for supportive services and/or training reimbursement items or goods, stating the reason services are necessary.

b) We provide case notes determining that we have attempted to use other resources before WIOA supportive services dollars are authorized.

c) The approval of customer requests is in the case notes.
d) Records of payments, including date of receipt, the amount of payment, check/voucher number, validated by signature of the customer.

e) If applicable, bus ticket logs or gas cards are signed by the customer and the case manager.

f) We have supporting documents such as payroll receipts, redeemed checks or vouchers paying for the goods or services, travel log.

g) Timeliness of all payments are recorded.

Support services are reconciled weekly or monthly, depending on volume by the Project Director. The Ross Accounts Payable department also sends weekly backup of payments administered.

Training Services

Customers who are interested in one of the priority sectors including Manufacturing, Transportation Distribution & Logistics, Healthcare, Technical and Culinary Arts may be eligible for approved training. Not every customer will be suitable for training; the Ross Career Specialist identifies specific training opportunities that are compatible with a number of factors including: customer choice and commitment, assessment/test scores, in-demand career field, approved training provider and ability to earn high wages and benefits in field. Need for training is determined upon initial assessment of the TABE. Test results provide information to the Career Specialist on the educational grade level of the customer. The one-on-one interview and development of the Individual Employment Plan or Individual Service Strategy helps the Career Specialist determine the need for ESL, GED and computer literacy services. A referral to Adult Education (or vocational school) will be provided to the customer to increase their skill levels to become more employable, or to gain additional education to qualify for occupational training.

Customers unsuccessful in securing employment will be assessed by their Career Specialist for possible referral to occupational training. Emphasis will be placed upon enrolling customers who demonstrate an enthusiasm and commitment to training. Occupational Skills Training will be provided via an individual referral training program. Customer choice coupled with in-demand occupations will be stressed and customers will be directed to the South Carolina Statewide List of Certified Training Providers web site to obtain a listing of approved training institutions and occupational training programs within the region.

Prior to any WIOA funded training, we assist customers to explore other funding sources through scholarships, loans, and Pell grants. Once approved for training, the duration of time before a customer starts a training program will be within a few days of approval, or when the training classes commence. Once a customer begins a training program, attendance and progress will be monitored at least monthly. The Career Specialist will also contact the customer at least monthly. Support services will be reviewed on an ongoing basis and any concerns arising with attendance/progress will be addressed proactively and aggressively. Training Activity Job Placement will begin at least 60 days prior to completion of the customer’s training component. The Ross Career Specialist will update case notes, enrollment forms, and the IEP. When a customer completes training and the recommended workshops, the customer will work with their Career Specialist/Business Team to obtain employment. In addition, the Career Specialist will work with the training provider and the customer for job placement opportunities. The Ross
Career Specialist will continue to work with the customer until employment is secured with higher wage levels than reported prior to WIOA registration. Once a customer has secured employment, the Ross Career Specialist will complete necessary outcome paperwork and ensure SCWOS data is recorded accurately and provide follow up and retention services. Follow up services include the continued career pathway counseling to maintain the customer’s current job, pursuing consideration for a raise, or seeking out a higher wage position.

Ross staff will be responsible for tracking, managing, timesheet attendance and reporting training obligations. We use a training tracker for each customer in a training activity. Ross will assist the customer with accessing the list of eligible training providers and will disseminate all current policies and procedures to partners, customers, and providers regarding training services. Priority is given to high demand/high wage occupations.

A post training employment plan is completed with the customer. The customer signs that plan, indicating commitment to implement that plan and work to secure appropriate, and training related employment. The partners involved in the individual customer service strategy will review all applications for training assistance, make suggestions to ensure that applicants are provided with a full range of services, and determine whether or not the individuals have taken all steps prior to individual training, and whether they require training in order to become employed.

**Follow Up Services**

Case Management is an ongoing process from enrollment through 4th quarter after exit (12 months). Every Career Specialist remains in regular contact while active in job search, training, employment, education through completion and follow-up. Ross staff will conduct follow up to provide career guidance, ensure completion of goals, and stabilization in employment. Ross staff will employ follow-up techniques for 12 months to ensure:

- Completion of goals are noted on their IEP or ISS, and are provided with career pathways services, in conjunction with consent for release of information;
- Coordination with referring agencies to provide services and share relevant information on common customers related to reaching benchmarks such as job placement, retention, and credentialing.
- Identification of potential problems by asking questions related to both work and personal issues that may affect continued placement success.
- Identification of problems related to: Ability to perform work; satisfaction or problems with type of work and/or school; family or personal problems, financial issues, job retention topics, etc.;
- Continued case management services including career and life skills counseling with primary responsibility remaining with the initial assigned Career Specialist during the placement retention period.
- Support service counseling and referrals based on needs identified in monthly follow-up contacts or on a voluntary basis. Attention is given to barriers to retaining employment and to ensure the provision of childcare, medical coverage, housing assistance, and transportation assistance.
Ross will work with youth to make sure they meet goals prior to exit. If during the course of follow-up, a customer is no longer employed, we encourage them to return to the Career Center to received additional career counseling, job leads, or work-based learning opportunities. If a customer does not re-engage and there may be an unplanned exit, we will run the Work Number and determine if there is work history we can report in follow-up.

Activities will be documented in SCWOS and on the IEP or ISS. We may provide a smartphone app, LinkedIn and Facebook updates which will allow customers to receive information from the program via their mobile devices. Close tracking of the customer ensures performance goals are achieved, and that we are able to successfully capture data that ensures continuous internal quality improvements, thus aiding us in meeting and exceeding all of our program objectives.

Ross has developed case management monitoring reports/trackers. Ross staff will complete regular reviews, including case file review, data entry review, caseload contacts and its effectiveness using monitoring data, state reporting data, and feedback.
14 YOUTH ELEMENTS

1. Tutoring, study skills training, instruction, and dropout prevention services
The Ross Youth Program will provide tutoring opportunities to Youth who are Basic Skills Deficient or have been identified to benefit from remediation in order to achieve academic success. Ross Career Specialists identify remedial assistance for Youth exhibiting basic skills deficiency as a result of assessment results documented in SCWOS. Tutoring needs of Youth will be evaluated based on subject proficiency related to occupational goal and/or educational goal to determine tutoring needs. Services will be provided utilizing instructional and technology-based programming. Adult Education or other activities will be directly linked to employment and career goals identified within the ISS and refined during career exploration. Academic skills gains will also be monitored and recorded. In addition, Youth who are enrolled in Adult Education will have the ability to earn the National Career Readiness Certificate through WIN.

2. Alternative secondary school services and dropout recovery services
Awareness, communication, and relationships will be developed with all Alternative Educational settings. Referrals and coordination of services will be provided to all alternative high school settings within the Youth’s area for delivery of educational services. We have developed MOU’s and additional relationships as it relates to alternative school settings, and especially have good relationships with the Adult Education providers.

3. Paid and unpaid work experiences
According to the National Center for Education Statistics, a lack of basic skills is an important barrier to the employability of those who are not active in the labor force. With specialization in today’s workforce, many jobs require training to become adequately prepared for sector-based jobs. While some training requires classroom learning, hands-on learning experience provides the opportunity to gain defined competencies.

Ross will provide a key linkage to job readiness and employment opportunities for customers who participate in work-based learning opportunities. Integrating education programs with job search training, On-the-Job Training, work experience, apprenticeship and job training programs may provide the means for disadvantaged citizens to enter the workforce as well as raise the long-term earning potential of future labor force participants. Within our WIOA and Youth operated programs, we provide On-the-Job Training, as well as the short-term work-based learning options of Work Experience (WEX) and pre-Apprenticeship opportunities. Opportunities such as On-the-Job Training, Apprenticeships and Work Experience will result in employment opportunities that will meet the needs of participants while supporting the human resources needs of local employers. Ross will recruit in-demand industries and expand the scope of businesses that are aware of our services. Employment opportunities will meet the needs of participants while supporting the human resources needs of local employers. Ross will recruit in-demand industries
and expand the scope of businesses that are aware of our services and provide paid work-based learning opportunities that will lead to economic advancement in demand occupations.

Ross Career Specialists are responsible for WBL identification of work sites, contract development, placement and monitoring of participants while on the work site. Placement of work sites will be based on the individual participant plan. During the course of each youth WBL placement, the Ross Career Specialist monitors attendance, time sheets and progress through completion. Ross as the employer of record, provides bi-weekly pay. We encourage worksites to hire our customers once completed with the contract. If a customer does not successfully complete their WBL, the Career Specialist will assess if a new placement is needed or if the customer needs additional skill building in order to be successful.

Pre-Apprenticeship and job-driven training is an integral part of WIOA. It is the hope that Registered Apprenticeships (RA) will be recognized as a credential and a skills gain. Our Career Specialists will use this knowledge to start customers on a demand-driven career pathway. Creating career pathways that lead to sustainable careers through combinations of apprenticeship preparation, participation in a Registered Apprenticeship program, and earning college credit or a degree is one of the best ways to prepare a worker for a successful long-term career and ensures industry has a highly skilled workforce. In cooperation with Apprenticeship USA, we will offer employers in every industry the tools to develop high-skilled workers to help grow their business. For youth, Apprenticeship USA offers opportunities to earn a salary while learning the skills necessary to succeed in high-demand careers and earn an industry recognized credential.

Ross staff will also work with LCOG Business Services staff to those who would benefit from On-the-Job Training. We will maintain and distribute a list to Business Services of those youth who have interest and are an appropriate candidate for OJT.

4. Occupational skills training
Ross will link with the Career Centers for provision of vocational/job specific skill training for Youth identified as requiring vocational training in demand occupations that are appropriate long-term career opportunities. The training programs available to customers will be determined by local labor market information, Lowcountry local policy and local public school career preparation systems. We will follow the Eligible Training Provider List (https://www.scpath.org/), assist customers apply for financial aid, and assist in completion of the ITA. We will work in collaboration with the county Technical Community Colleges to provide learning opportunities through training that is tuition based or customized to meet employer needs.

5. Education offered concurrently with workforce preparation and training
Ross Youth Career Coaches provide opportunities for Youth to explore career paths and goals including the discovery of training, credentials, certifications and skill sets required for occupations in the selected career by utilizing the SC Works website and related resources. Once that is accomplished, staff assists the participant in locating possible funding streams available to pay for post-secondary education or technical training. Funds may be available through the program budget (supportive services) to provide assistance in training costs, tools, uniforms or
other specific items required for successful completion of the training.

6. Leadership development opportunities
Youth will have the necessary leadership skills to become the leaders of tomorrow. Youth will be provided leadership opportunities to guide the Youth program with new ideas and creative learning. Youth assistance is provided to identify appropriate volunteer opportunities with area community services agencies in order to encourage responsibility and other positive social behaviors, such as parenting skills and getting along with others. Youth may be involved in planning and documenting events through technology, such as creating videos and web page updates. We have also conducted leadership camps focusing on renewable energy companies and green farming.

7. Support Services
We have budgeted funds for other supportive services for Youth, which include assistance in obtaining birth certificates, photo identification, the cost, if any, to take the TASC (Test Assessing Secondary Completion) and/or additional educational testing for post-secondary opportunities (ACT/SAT), obtaining a driver’s license; referrals for medical services; and assistance with uniforms or other appropriate work attire and work-related tool costs, including such items as eyeglasses and protective eye gear. Ross also coordinates with community service agencies, including DHHS, as a resource for supportive services for Youth. Referral agencies may provide assistance with education; housing costs; child and dependent care costs, and transportation costs.

8. Adult mentoring for a duration of at least 12 months, that may occur both during and after program participation.
Youth will have access to mentoring opportunities to create and strengthen a committed relationship between adult and Youth Participant, while focusing on developing the character and capabilities of that person. The WIOA Youth program focuses on those agencies that can provide mentors with patience, respect, listening skills, commitment, dependability, flexibility, and non-judgmental attitudes. We currently work with the schools, Adult Education centers and worksites for assignment of mentors.

9. Follow up services for not less than 12 months after the completion of participation.
A successful Youth program completion is something to celebrate. At the very beginning of follow-up services is the annual End of the Year Event. This is to commend the Youth’s accomplishments. Once a Youth has completed services, Ross Staff will employ follow-up techniques for 12 months to provide a “safety net” to ensure that continuing educational or employment opportunities are maintained and to offer support and assistance in the event the Participant experiences setbacks and challenges.

10. Comprehensive guidance and counseling
Through effective case management, Ross Staff will make counseling and service referrals available for alcohol and drug abuse, domestic violence, psychological issues, pregnancy prevention as well as any other barriers that could prevent Youth from making a successful transition to employment or post-secondary education. In addition, occupational guidance will be
delivered through partnerships with local business leaders to explain career paths and opportunities with chosen occupational goals.

11. Financial literacy education
Ross conducts financial literacy guidance that feature many topics including: Checking & Savings Accounts; Money as a Limited Resource; The Importance of Saving; Charitable Giving; Renting/Rent to Own; College Cost Prep. Ross also partners with local banks to give presentations to Youth about banking procedures including opening a checking or savings account.

12. Entrepreneurial skills training
Entrepreneurial Projects are encouraged region wide. Through other activities participants are provided the opportunities to explore additional career and post-secondary options from career activities and field trips such as participation in job fairs, touring local small businesses, and visiting local artisan and craft shows. Participants will also be able to explore opportunities and resources as presented on the SC Works website.

13. Services that provide labor market information
Our Ross Team monitors current employment trends, projected training requirements and cost, wage information, and new emerging fields in the Trident workforce area. Each Ross Youth Career Coach provides information to participants as well as teaches them how to self-explore labor market information, including the in-demand sectors of Manufacturing, Transportation Distribution & Logistics, Healthcare, Technical and Culinary Arts. Interaction with area employers can provide insights into the community that cannot be gained solely through the use of statistical analysis. We work with Youth to access and research occupational labor market information with the assistance of the various website resources including O*NET and SC Works.

14. Post-secondary preparation and transition activities
Ross Career Specialists assist in exploring all educational options, including post-secondary opportunities. Workshops, campus visits, college/career fairs, and mentoring activities help the Youth Participant identify the options available and make appropriate choices. Assistance is provided to find training providers and secure financial support. Through partnerships with local training and scholarship providers, Ross assists participants in understanding financial aid and application processes. Specialized workshops and mentoring activities address the needs of college-bound Youth Participants, specifically assisting first generation college students.
Individualized Career Services

(1) Comprehensive and Specialized Assessments
Assessment provided includes including the assessments in SC Works, the Test of Adult Basic Education (TABE), Work Keys, O*NET Online, MyNextMove.org, BEST, the Holland Career Inventory to gain meaningful insight into the participant’s skills, interests, and aptitude. In addition to interest and attitude assessments, we also look at previous work experience and education to assess whether the participants have relevant career knowledge that will translate to their future goals. Each assessment we use is optimized to determine if the career interests align with their desired training or employment and if their skill level is compatible. We also use Objective Assessment to identify barriers further and needs to assist in completing training and preparing for the workforce.

To determine initial skill levels, in coordination with Adult Education, we will provide the TABE test to determine education level for suitability into job placement, OJT, or training opportunities. Further assessment if provided will be based on personal and employment goals. A sample of how this is assessed is detailed below:

<table>
<thead>
<tr>
<th>Assessment Area</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational Skills</td>
<td>Individual career exploration and awareness</td>
</tr>
<tr>
<td>Objective Assessment</td>
<td>Evaluation of prior work experience</td>
</tr>
<tr>
<td>Employability</td>
<td>Completion of Job Readiness Certification</td>
</tr>
<tr>
<td>Career Interests</td>
<td>Job Fit, Career Mapper, Interest Determination</td>
</tr>
<tr>
<td></td>
<td>Exploration and Assessment Systems (IDEAS),</td>
</tr>
<tr>
<td></td>
<td>Holland Self-Directed Search (SDS)</td>
</tr>
<tr>
<td>Career Aptitudes</td>
<td>O*Net Interest Survey</td>
</tr>
<tr>
<td>Barrier/Needs Assessment</td>
<td>Provide support services and referrals as</td>
</tr>
<tr>
<td></td>
<td>appropriate</td>
</tr>
</tbody>
</table>

The assessment data will be made available to employers in assisting with effective hiring of job seekers. Additionally, employers seeking to improve employee selection may utilize many of these tools to develop a hiring profile. Ross staff will offer this service to employers on an ongoing basis and qualified staff will be available to assist interested employers.

(2) Individual Employment Plan
The Individual Employment Plan (IEP) is an integral part of the customer’s journey in the workforce system. Career Specialists are trained on how to help in the completion of an IEP that is tailored to each customer’s individual needs. The IEP serves as a roadmap for the customer’s journey and is continuously evaluated and updated throughout the process. During the development of the IEP, customers will undergo an in-depth interview to identify their interests, work history, family needs, and any challenges they may face in the job search process. Depending on the assessment
results, additional assessments may be recommended. The IEP should be flexible enough to accommodate new goals as new skills are acquired.

(3) Group Counseling
Group counseling is provided by our Ross Career Specialists. They provide guidance on a variety of topics including job search skills, soft skills, career exploration, self-esteem and confidence building, networking, job interview techniques, resume writing, and other employment-related topics. Customers also finding access to local resources such as job training programs, job placement services, and other community organizations that may help them in their job search.

(4) Individual Counseling
Customers have the opportunity to develop a relationship with their Ross Career Specialist. One-on-one counseling helps each customer discover their growth areas and receive referrals for personal matters. The Career Specialist will provide access to local resources such as job training programs, job placement services, and other community organizations that may help them in their job search.

(5) Career Planning
The assigned Career Specialist will conduct career planning is a process of determining an individual's career goals and developing a plan to reach those goals. This includes assessing skills and interests, researching job opportunities, creating and updating resumes, developing job search strategies, exploring the benefits of education and training, and connecting with employers. It will help individuals explore their options and make informed decisions about their future. Career Pathways will be explored to develop a plan of educational and career experiences that allow individuals to progress from entry-level jobs to higher-level, higher-paying occupations. Career pathways will involve a combination of classroom instruction, on-the-job training, apprenticeships and internships. They provide individuals with the resources and skills needed to develop their careers and gain access to better employment opportunities.
(6) Short-Term Pre-Vocational Services
Pre-vocational services are provided by Ross Career Specialists and include a variety of activities such as job readiness training, career exploration, soft skills training, life skills development, and job search assistance. Soft skills training is a key component of pre-vocational services, as it helps individuals develop the interpersonal and communication skills necessary to be successful in the workplace. This type of training may include topics such as problem solving, conflict resolution, customer service, time management, team building, and professional etiquette. Additionally, participants may be provided with instruction on how to fill out job applications and resumes, how to dress for interviews, and how to conduct themselves in an interview setting. Pre-vocational services can provide individuals with the necessary tools to make them more attractive to employers and increase their chances of securing gainful employment.

(7) Internships and Work Experiences
Internships will be explored for our participants who desire to enter a field of interest. Ross Career Specialists will work with their customers who would like the opportunity to gain valuable job experiences. Internships offer a unique chance to network with professionals in the industry. Working closely with experienced individuals provides the opportunity to ask questions, gain insights, and build connections that can be invaluable throughout your career. Internships also give you access to resources and contacts that can help you land future job opportunities. In addition to networking and building relationships, internships provide hands-on experience in the field. Work Experience, similarly, offers many of the same opportunities with the opportunity to learn while earning income. Employers in turn create a more skilled and productive workforce.

For example, the Lowcountry area is witnessing growth that will benefit from more skilled workers, such as Boise Cascade Company in Colleton County Operations, is promoting 30 new jobs, and addition hires later. They are a leading manufacturer and distributor for building
materials. Kontrolmatik Technologies is establishing Operations in Colleton County with a $279 million investment will create approximately 575 new jobs.

(8) Workforce Preparation Activities
Workforce preparation activities will be provided to all participants, ranging from assessment, job clubs and workshops, labor market information, career pathway information, referrals supportive services.

(9) Financial Literacy Services
Ross Career Specialists provide financial literacy services to customers through the FDIC Money Smart Program through https://www.fdic.gov/resources/consumers/money-smart/index.html. The 14-module curriculum can be used to provide training for adults in many different life stages and financial situations. Customers receive guides and tools to use as reference. That includes adults new to this country, adults with disabilities, adults starting or changing careers, and adults going through significant life events such as expanding their families or purchasing or renting their first homes:

Module 1: Your Money Values and Influences
Module 2: You Can Bank on It
Module 3: Your Income and Expenses
Module 4: You’re Spending and Saving Plan
Module 5: Your Savings
Module 6: Credit Reports and Scores
Module 7: Borrowing Basics
Module 8: Managing Debt
Module 9: Using Credit Cards
Module 10: Building Your Financial Future
Module 11: Protecting Your Identity and Other Assets
Module 12: Making Housing Decisions
Module 13: Buying a Home
Module 14: Disasters – Financial Preparation and Recovery

(10) Out-of-Area Job Search Assistance and Relocation Assistance
For customers who need to leave the local area, Career Specialists provide supportive services and referrals to additional Career Services with contacts of Job Centers in their job search area.

(11) English Language Acquisition and Integrated Education And Training Programs
Based on assessment and self-attestation, customers are referred to Adult Education to participant in English as a Second Language Programs.

(12) Follow-Up Services
Follow-up is designed to achieve at least two goals:
1. To prepare the participant to transition from program services after their program ends successfully.
2. To maintain the relationship, the program needs to provide support and secure information.

Retention and follow-up begin on "Day One" by conveying program expectations of follow-up services and providing clarity during the initial Program Orientation. This includes partnering with customers to obtain multiple sources of contact and establishing a positive relationship with participants throughout their active program participation to ensure successful follow-up.

Case Management from Ross is designed to provide support and guidance to clients throughout the entire 12-month period from enrollment to exit. Regular contact with Career Specialists is maintained to ensure that clients are making progress towards their goals, whether it be in job search, training, employment or education. Follow-up techniques are employed for a full 12 months to ensure stability in employment, and that the individual has achieved their objectives.

Training Services

Our program will incorporate work-readiness steps on the pathway by working with training providers to develop an appropriate curriculum and life skills workshop so each participant may be prepared before entering training. As participants move through the pathway, Career Specialists will remain in contact with the training provider to obtain regular progress reports and further assist the participant with any support services or additional life skills or work readiness training. Success will be measured per participants successfully entering a career pathway and maintaining/increasing employment opportunities.

Customers who are interested in one of priority sectors including Manufacturing, Transportation Distribution & Logistics, Healthcare, Technical and Culinary Arts may be eligible for approved training. Not every customer will be suitable for training; the Ross Career Specialist identifies specific training opportunities that are compatible with a number of factors including: Customer choice and commitment, assessment/test scores, in-demand career field, approved training provider and ability to earn high wages and benefits in field. Need for training is determined upon initial assessment of the TABE. Test results provide information to the Career Specialist on the educational grade level of the customer. The one-on-one interview and development of the Individual Employment Plan helps the Career Specialist determine the need for ESL, GED and computer literacy services. A referral to Adult Education (or other local program) will be provided to the customers to increase their skill levels to become more employable, or to gain additional education to qualify for occupational training.

Prior to any WIOA funded training, we assist customers to explore other funding sources through scholarships, loans, and Pell grants. Once approved for training, the duration of time before a customer starts a training program will be within a few days of approval, or when the training classes commence. Once an individual begins a training program, attendance and progress will be monitored at least monthly. The Career Specialist will also contact the customer at least monthly. Support services will be reviewed on an ongoing basis and any concerns arising with attendance/progress will be addressed proactively and aggressively. Training Activity Job
Placement will begin at least 60 days prior to completion of the customer’s training component. The Ross Career Specialist will update case notes, enrollment forms, and the IEP. When a customer completes training and the recommended workshops, the customer will work with their Career Specialist to obtain employment. In addition, the Career Specialist will work with the training provider and the customer for job placement opportunities. The Ross Career Specialist will continue to work with the customer until employment is secured with higher wage levels than reported prior to WIOA registration. Once a customer has secured employment, the Ross Career Specialist will complete necessary outcome paperwork and ensure SCWOS data is recorded accurately and provide follow up and retention services. Follow up services include the continued career pathway counseling to maintain the customer’s current job, pursuing consideration for a raise, or seeking out a higher wage position.

Ross staff will be responsible for tracking, managing, timesheet attendance and reporting training obligations. We use a training tracker for each person in a training activity. Ross will assist the customers with accessing the list of eligible training providers and will disseminate all current policies and procedures to partners, customers, and providers regarding training services. Priority is given to high demand/high wage occupations.

A post training employment plan is completed with the customer. They sign the plan, indicating commitment to implement that plan and work to secure appropriate, and training related employment. The partners involved in the Individual Employment Plan will review all applications for training assistance, make suggestions to ensure that applicants are provided with a full range of services, and determine whether or not the individuals have taken all steps prior to individual training, and whether they require training in order to become employed.
One-Stop Certification
The One-Stop certification process is fundamental to a healthy and robust workforce system. The purpose of certification is to (1) ensure consistent delivery of services across the Low Country region, (2) ensure continuous improvement of service delivery, (3) furnish a basis for evaluation of effectiveness and (4) maintain eligibility for One-Stop funding.

Certification is the means for verifying appropriate service delivery. As the current One-Stop Operator, we successfully completed re-certification in May of 2022. Re-certification is scheduled for 2024. Our seven certification focus areas are:

**Certification Focus Areas**

<table>
<thead>
<tr>
<th></th>
<th><strong>1. Leadership:</strong> Ross will provide accountability for budgeting, staffing, staff development and training, all program-related deliverables, and other performance-related requirements.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td><strong>Strategic Planning:</strong> Our Strategic Planning process will be system-wide and within the Lowcountry area with the active participation from all partner agencies. As a component of the Strategic Planning, process-mapping is critical to Ross’ approach to establishing consistent baseline operations and effective continuous quality improvement.</td>
</tr>
<tr>
<td>3.</td>
<td><strong>Customer and Market Focus:</strong> Ross One-Stop staff members are committed to relationship building and a human-centered approach resulting in “knowing the customer” and leading to high levels of customer satisfaction.</td>
</tr>
<tr>
<td>4.</td>
<td><strong>Information and Analysis:</strong> Ross administrators continuously identify information and reports necessary to analyze program performance and operations and work closely with Lowcountry administrators to identify additional information and reporting needs.</td>
</tr>
<tr>
<td>5.</td>
<td><strong>Human Resource Focus:</strong> Our organization enables employees to utilize their full potential in alignment with Ross’ vision and objectives. Strengthening staff delivery of all services through our Ross Relias Training Library offered within the One-Stop Service Center, promotes an upbeat work environment with positive outcomes. All staff also participate in a series of workshops that introduce them to the Ross culture and philosophy, the WIOA program goals and objectives and then specific training modules based on their specific position in the program delivery.</td>
</tr>
<tr>
<td>6.</td>
<td><strong>Process Management:</strong> Ross staff and management consistently seek and manage ways to improve the processes of the One-Stop System in order to enhance the customer experience. We evaluate on a regular basis business plans, goals, outcomes, performance, and customer/employer satisfaction. We will review current standard operating procedures and modify or develop needed procedures to provide guidance within the One-Stop System, address and ensure integration of system of performance.</td>
</tr>
<tr>
<td>7.</td>
<td><strong>Business Results:</strong> Examines the organization’s performance and improvement in key business areas - customer satisfaction, financial and marketplace performance, product and service performance, human resource results, supplier and partner results, and operational performance. Also examines performance levels relative to other organizations within the system providing similar services.</td>
</tr>
</tbody>
</table>
Listed below are the processes, evaluation, methodology and timeline for baseline and continuous One-Stop Certification:

<table>
<thead>
<tr>
<th>MANAGEMENT Standard</th>
<th>Baseline Measure/Methodology</th>
<th>Method/Tool</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| Partner Integration | • Customers have access to partners on site.  
  • Referrals for service are made  
  • Customers register with the “system” rather than individual partners/services.  
  • Partners are knowledgeable about all services | Observation  
Document review  
Staff interview  
Questionnaire | Begins 1st Quarter |
| Management structure is clear | • Operation plan  
  • Center manager role is clear  
  • Communication plan is in place | Operational plan  
Communication plan  
Document review  
Staff interviews | First Quarter of operation |
| Integrated Staff development/training | • All center staff training in place  
  • Team building | Document review  
Center staff meetings  
Meeting and training agendas  
Staff interviews | Begins 1st Quarter |
| System Accountability | • Tracking of center usage  
  • Tracking and monitoring of performance  
  • Customer Satisfaction survey  
  • Review of cost structure | Sign in sheets  
Performance reports  
Job seeker survey  
Cost effectiveness review tool | Begins 1st Quarter and continuing |
| Accessibility | • Compliance with ADA  
  • Assistive Technology  
  • Referrals sources  
  • Flexible work hours to better accommodate employers and job seekers | Staff interviews  
Observations  
EO documentation  
Operational plan  
Bilingual staff and signage as needed | Begins 1st Quarter |
<p>| Each center has | Observation | | Begins 1st |</p>
<table>
<thead>
<tr>
<th>JOB SEEKER Standard</th>
<th>Baseline Measure/Methodology</th>
<th>Method/Tool</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| The Center measures satisfaction in process and outcomes | • Process for collecting Job seeker feedback including tools, method and protocol.  
• Data and feedback collected is used to form reports/actions for improvement | Document Review Surveys  
Interviews  
Data tracking Questionnaire | Begins 1st Quarter |
| Employer Demand | • Analysis of employer needs  
• Staff and training resources are consistent with employer needs | MIS reporting  
Interviews  
Document Review | Begins 2nd Quarter |
| Access points | • Access via centers, Satellite/Access points and website | On site visits  
Document review  
Interview/Questionnaire | Begins 1st Quarter |
| Menu of services | • All required services must be available and accessible | Review of materials  
Interviews/Questionnaire  
Use of online resources | Begins 1st Quarter |
| Efficiency of Center with Customer Focus, Equipped Center | • Minimize wait times.  
• Excellent customer service  
• Resource room has at least 1 staff member and all appropriate equipment, tools needed | Observation  
Staff interviews | Begins 1st Quarter |
| Well trained and professional staff | • Training in functional areas, customer service and workforce  
• Workforce training (NAWDP membership/CFDC as | Document  
Staff interviews  
Credential | Within 1 year of hire |
### Management Process

The One-Stop Management Team operates on the following premise:

- The One-Stop Management Team’s primary goal is to develop and manage “systematic” delivery of One-Stop services while at the same time supporting the individual “program design” of each partner.

- The One-Stop Management Team uses a structured reporting system that provides analysis of program activities.

- Reports are utilized to determine areas of strength and weaknesses that need to be corrected through Staff Development and training.

- Staff and Management will work cooperatively in developing goals, achieving goals and determining areas that need to be addressed.

- The One-Stop Management Team will share the philosophy of involving all staff (management to front-line) in the awareness of goals and progress of the One-Stop
system.
- The One-Stop Management Team is unified on the goal of delivering, efficient and effective programming to employers and job seekers. Through this desire, the team will seek to overcome barriers, embrace change and allow for creative and beneficial offerings in delivery to Employers and Job Candidates.
- Each designated One-Stop Management Team Member will have equal voting rights as it relates to “systematic” impact.
- Each Member will have equal accountability towards delivery of services to both Employers and Job seekers, as well as to the system.
- In an effort to consistently improve the system, each One-Stop Management Team Member will be solicited for input on programmatic design of individual programs. Individual Members will not necessarily make decisions on how each partner operates programming but will have the opportunity to provide valuable input when programming offered can either benefit the system or such programming could potentially impact the system.
- The One-Stop Management Team will strive to reach consensus on each decision made as a group that impacts systematic delivery of services. If consensus is not reached, the team will discuss issues that delay consensus and look towards adjusting, negotiating and making necessary compromises that will allow forward progress.

The One-Stop Coordinator is responsible for quality assurance and program performance functions, including reviewing all data forms for accuracy and completeness, running and analyzing routine SCWOS reports to assist in monitoring program performance and preparing and distributing internal reports. Regional data is used to inform partners of area needs, and to drive program goals. He is responsible for communicating all goals and dissemination of current projects within LCOG and other reporting entities. We will provide the following reports, as well as additional information as requested by Lowcountry LWB Administrators:

- Monthly VOS Greeter Report and Narrative
- Partner Meeting Report
- Customer Survey Report

As an experienced One-Stop Operator for WIOA, Ross has developed the national Ross One-Stop Coordinator Action Team (ROSSCAT). This is a team that meets regularly to discuss best practices, review policy, develop procedures and review new WIOA policies and DOL initiatives. The Lowcountry One-Stop Coordinator will be included in this team and work with other One-Stop Operators from other parts of the country to implement best practices locally.
# One Stop Operations Performance

The chart below details the responsibilities of the One-Stop Operator, and strategies to meet performance expectations.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate WIOA Service Delivery via Outreach and Promotion</td>
<td>The OSO will ensure that the resources of the One-Stop System are available for all partner agencies to assist in achieving maximum outreach to promote and deliver program services and opportunities being made available to the community.</td>
</tr>
<tr>
<td>Convene MOU &amp; IFA Meetings</td>
<td>The OSO will collaborate with the Lowcountry team to convene and coordinate meetings with Partner Agencies for negotiating, developing and implementation of the MOU and Infrastructure Funding Agreement for all WIOA One-Stop Partners.</td>
</tr>
<tr>
<td>Facilitate Plans for Partner Resource &amp; Service Integration</td>
<td>Meetings of the One-Stop Partner Manager Team will be utilized to develop, implement and facilitate a service integration plan to fully leverage and utilize available resources to enhance the delivery of services and opportunities to shared customers while reducing unnecessary duplication of data collection, resource utilization or service delivery efforts.</td>
</tr>
<tr>
<td>Coordinate One-Stop Center Operations</td>
<td>In order to maximize service delivery to customers of the One-Stop System, events will be scheduled to facilitate the cross training of all local One-Stop Partner management and staff to raise awareness of services and opportunities available to shared customer and procedures for the efficient referral and follow-up processes for same. Presentations will be made by agencies at meetings of the One-Stop Partner Manager Team and training opportunities for frontline staff on at least a semi-annual basis. This can be achieved either in-person or virtually.</td>
</tr>
<tr>
<td>Implement Customer Service Strategy</td>
<td>A comprehensive plan will be developed to facilitate the training for and delivery of quality customer service through the One-Stop System that meets customer needs and exceeds customer expectations. This may include training through webinars presented by nationally known trainers such as Mary Ann Lawrence and Larry Robin of Robbin &amp; Associates. This is provided by Ross at no cost to Partner Agencies or other collaborative efforts.</td>
</tr>
<tr>
<td><strong>Facilitate Partner Outreach to Communities</strong></td>
<td>The One-Stop Operator will work with WIOA One-Stop Partner Agencies through the One-Stop Partner Manager Team to facilitate community outreach efforts to maximize the dissemination of information regarding services and opportunities being made available to the public. This may include the facilitation of “fairs” events that can be held annually in one or more geographic areas of the Lowcountry Region highlighting employment opportunities (Employment Programs), career training opportunities through partner or community agency services opportunities.</td>
</tr>
<tr>
<td><strong>Using Technology to Enhance One-Stop Centers</strong></td>
<td>The recent/ongoing pandemic has proven that implementation of new technologies is crucial to the continued delivery of services throughout the One-Stop System. The One-Stop Operator will facilitate the discovery, review, consideration and implementation of all relevant technologies available via the SC DEW, the Lowcountry Workforce Development Board and One-Stop Partner Agencies to enhance and facilitate the overall delivery of services and opportunities offered by the One-Stop System to continue after the full scope of in-person services is reinstated.</td>
</tr>
<tr>
<td><strong>One-Stop Certification</strong></td>
<td>The One-Stop Operator will collaborate with the Lowcountry Workforce Development Director to facilitate the continuance of the One-Stop Center certification per the requirements set under WIOA by the Dept. of Labor. That could include the implementation of any necessary changes in the system or centers or taking actions such as collection of required information and documentation from One-Stop Partner Agencies as well as other sources, as determined by the Lowcountry staff.</td>
</tr>
<tr>
<td><strong>Continuing Education in Federal, State, Local policies</strong></td>
<td>As a matter of continuing education, the One-Stop Operator will subscribe to the ETA notifications for TEGL, TEN and other policy updates as well as attend any trainings or webinars pertaining to policy and procedures offered by the Dept. of Labor, SC DEW or the Lowcountry WDB, and webinars relevant to One-Stop operation made available through Ross and WorkforceGPS to share key updates with the system.</td>
</tr>
<tr>
<td><strong>Rapid Response Delivery</strong></td>
<td>Upon notification of a pending layoff by or closure of an employer in the region, the One-Stop Operator will work with the local BSR, the Lowcountry Workforce Development Director and the SC Rapid Reemployment Team to determine the details of the event and any actions that need to be taken in preparation for delivery of Rapid Response services. The One-Stop Operator will collaborate fully to ensure that all required</td>
</tr>
<tr>
<td>System Reporting</td>
<td>resources are made available for the highest standard delivery of service to the affected workers.</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Each partner agency will be contacted monthly to obtain latest customer participation numbers, service delivery rates, performance measures and goal attainment that are relevant and important to monitoring the health and progress of the One-Stop System. The comprehensive reporting format will be established in collaboration with the Lowcountry Workforce Development staff and reports will be submitted to the Lowcountry Workforce Development Director on a specified monthly date and shared with the Lowcountry Workforce Development Board members and designated committees thereof.</td>
<td></td>
</tr>
<tr>
<td>Lowcountry Workforce Development Board Meeting Attendance</td>
<td>The One-Stop Operator will attend all meetings of the Lowcountry Workforce Development Board and relevant committees to provide updated reports on system performance, partner agency collaborations to facilitate service integration/delivery and status reports regarding Partner MOU/IFA implementation within the region.</td>
</tr>
</tbody>
</table>

**Maintain One Stop Certification**

Our process of certification will qualify that the Centers meet the highest quality standards for the provision of workforce development services, including leadership, strategic customer focus, business results and process management. Ross will meet and aim to exceed the necessary certification standards for a high performing One-Stop/American Job Center. To achieve baseline and continuous certification, we:

- Collect documentation required to show achievement of each standard:
  - Local Area Plan, Approved MOU, Org. Chart, Partner Meeting Documents (Sign-in sheets, Agenda, Minutes, etc.), ADA Review, Customer Service Survey Responses, Business Services Reports, Partner Documents, Marketing Material
- Provide continuous accumulation and indexing of these documents to aid in re-certification.

**One Stop Partner Meetings**

The One-Stop Operator will utilize the monthly One-Stop Partner Managers Team meetings to provide and environment of collaboration among the managers of Partner Agencies providing the opportunity for each of them to be a part of developing One-Stop operating procedures and service delivery. One important part of that relationship will be the annual MOU/IFA partner negotiations facilitated by the One-Stop Operator in conjunction with the LCOG.
In addition, group cross-training is essential to building interagency staff knowledge and working relationships to create a true team at each Center by removing any barriers to the delivery of excellent customer service throughout. It is important that the flow of information and service delivery appear seamless to the customer. It is our opinion that silos are for farms, not for One-Stop System Partner Agencies.

**One Stop Partners**

Our current partners include SC Department of Employment and Workforce, Unemployment Insurance, Trade Adjustment Assistance Migrant Seasonal Farm Workers, Veteran’s Programs, Technical College of Lowcountry, SC Department of Vocational Rehabilitation, Adult Education and Literacy, Experience Works, Beaufort-Jasper Economic Opportunity Commission, Lowcountry Community Action Agency, Department of Social Services and Palmetto Goodwill. Each provider reports on what services are being delivered and how their roles are fulfilled. All One-Stop coordination of services between the partners will be monitored and recommendations will be provided as part of our continuous improvement process. All partner staff is accountable for outcomes. Results do not only come from final performance, but overall satisfaction from the customers we serve. Our positive results are supported from our continuous improvement approach of the programs we operate. We utilize and support a Strategic Planning model at the partner/operations level that will support the Strategic Plans in place for the State of South Carolina and Lowcountry That will ensure that all partners are engaged in identifying service improvement and expansion opportunities, to ensure effective system-wide communication, and to fully implement continuous improvement systems that lead to achieving performance measure goals from all agencies involved.

**Greeter**

We follow the State policy for required use of the SCWOS Greeter in order for customers to quickly check into a center and indicate which services they require, with appropriate staff members then being instantly notified. This eliminates the need for customers to provide the same information multiple times, whilst also allowing staff and partners to view all case notes, plans and services provided. We measure the amount of staff time is saved through the use of a single form that collects all required data fields - enabling more efficient and effective delivery of services.

**Referral**

To maintain the SCWOS referral mode, the Career Specialist will complete a Common Referral Form to be utilized by all Partner Agencies. That form contains the information need to interview and process a customer for assistance. The Resource Specialist maintains a database of referrals made including the follow through information provided by the response of the Partner Agency. Each agency in turn is responsible for tracking the own outcomes and reporting those of referrals back to the referring partner or entity.

**One Stop Services**

The One-Stop Management Team shares a vision of leadership. Each partner is relied upon to offer leadership individually to impact the One-Stop Management Team as a whole and deliver
services in a concerted effort for the system.

As a One-Stop Operator, our organization focuses on sharing of resources, eliminating duplication and coordinating common tools to be utilized when appropriate: common orientations to the Career system, sharing of customers for participation in workshops, common Triaging for both Employers and Job Seekers, and administering customer satisfaction surveys.

Ross’ model for the One-Stop Operator is actively managing all aspects of the One-Stop System to ensure that the facilities and equipment are in good operational repair, that the center resident Partner Agencies and those not on-site are kept informed; that all centers offer consistent services and that any conflicts are resolved before they become issues. This is essential to best serve our jobseeker and business customers.

The Ross One-Stop Coordinator will be the administrative lead with member Partner Agencies to ensure that all customers have an equal opportunity for receiving needed services from one or more Partner Agencies. The equality of service delivery will be accomplished in all One-Stop System locations.

- All Lowcountry Area operational policies will be observed and enforced including hours of operations, data confidentiality, use of Personal identity Information, proper equipment uses, health and safety, emergencies, and service delivery, etc.
- Policies for each Center will be revised/developed, distributed to all staff members housed in the Center and will be enforced by the One-Stop Coordinator.
- Annual MOU/IFAs are developed in conjunction with the appropriate WDB staff and as needed on an interim basis to provide required documentation of each Partner Agency’s responsibility for service to the shared customer; for the achievement of system performance measure goals; and sharing the cost of the One-Stop System facilities and services.
- The Ross One-Stop Coordinator oversees and manages all day-to-day operations of the Centers including invoicing for all IFA charges/expenses, which are to be processed on a quarterly basis to maintain a consistent cashflow for Center operations. This will be an administrative function of the Ross One-Stop Coordinator and will be reported to the TWDB staff as requested along with other periodic reports.
- All common areas in the Center are equipped and properly staffed with One-Stop Operations staff and Partner Agency staff.
- All shared equipment (copiers, printers, necessary maintenance, etc.) and supplies (ink and toner) in the Center will be properly maintained to prevent the interruption of the center’s workflow.
- All Centers and services will be and maintained as ADA and EO compliant.
- The Operations Manual for each Center will be reviewed and updated as required. The One-Stop Coordinator will coordinate training as needed on the manual and additional cross-training opportunities.
- The staff development plan for each Center will be conducted on topics that will include technical training for use of SCWOS, information sharing, customer service and team
building.
- A One-Stop Management Team comprised of managers of the Partner Agencies will be organized and convened during the first 30-days of the contract. This will engage those members in the management decisions regarding customer service for our shared customers and over operation of the Centers. The team will work with the Ross One-Stop Coordinator to update, maintain, and support the Center Operations Manuals for each Center to create equality in quality of operations and overall delivery of excellent quality services to the shared customers.
- That customers will be surveyed on a continuing basis regarding their overall experience and level of satisfaction for services received in each Center. This will provide the Ross One-Stop Coordinator, the One-Stop Management Team, Lowcountry staff and board members with data to assess customer satisfaction and to provide insight for opportunities for continuous improvement. A report of the findings will be considered at each meeting of the One-Stop Management Team as well as provided to the other entities.
- All customer complaints will be logged, considered, resolved with the outcomes recorded and reported to the Lowcountry staff and board members monthly.
- An orientation will be developed for all new Partner Agency staff being housed in the Centers. This orientation will familiarize new staff with the policies, procedures and protocols in place to ensure the efficient operation of the Center with a team culture.
- The Ross One-Stop Coordinator will monitor, evaluate, and complete report of levels of service provided to customers by Partner Agencies. That report will be provided to the Lowcountry staff on a periodic basis to be determined.
- The One-Stop Coordinator will ensure that compliance is provided with every aspect of services, including basic career services, individualized career services, training services, follow-up, employer services and TANF coordination.
Attachments

- Active Participant chart
- Annual Participants Served chart
- Participant Training chart
- Youth Work Based Learning chart
- One Stop Operations Performance chart
- Historical Performance Data chart
- Organizational Information and Certifications
- Schedule A
- Assurances
- Debarment and Suspension Certification
- Lobbying Certification
- Certification of a Drug-Free Workplace
- Certification of Legal Authority of Grantee and Signatory
- Request for Funds Signatory Authorization
- W-9
- Budget Package
Provide Active Participant case load target number to be achieved and maintained per staff position, by location, by program, and overall.

<table>
<thead>
<tr>
<th>Staff Position</th>
<th>Location/County</th>
<th>Adult</th>
<th>DW</th>
<th>Youth</th>
<th>Proposed ACTIVE Case Load (unduplicated active participant count)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latavia Gadson</td>
<td>Colleton</td>
<td>48</td>
<td>13</td>
<td>15</td>
<td>50</td>
</tr>
<tr>
<td>Traneica Jenkins</td>
<td>Beaufort</td>
<td>85</td>
<td>3</td>
<td>8</td>
<td>50</td>
</tr>
<tr>
<td>Kelly Wright</td>
<td>Beaufort</td>
<td>21</td>
<td>4</td>
<td>4</td>
<td>50</td>
</tr>
<tr>
<td>Sheila Bovain</td>
<td>Hampton</td>
<td>23</td>
<td>3</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>Quin'Nett Williams</td>
<td>Hampton</td>
<td>23</td>
<td>2</td>
<td>7</td>
<td>50</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>200</strong></td>
<td><strong>25</strong></td>
<td><strong>40</strong></td>
<td></td>
</tr>
</tbody>
</table>
Provide the number of proposed **Annual Participants Served**, by program, by quarter and overall program year, to be served.

<table>
<thead>
<tr>
<th>Customer Group</th>
<th>Participants Served Quarter 1</th>
<th>Participants Served Quarter 2</th>
<th>Participants Served Quarter 3</th>
<th>Participants Served Quarter 4</th>
<th>Total Participants Served PY 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADULT</td>
<td>85</td>
<td>51</td>
<td>42</td>
<td>22</td>
<td>200</td>
</tr>
<tr>
<td>DISLOCATED WORKFR</td>
<td>7</td>
<td>5</td>
<td>6</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>YOUTH</td>
<td>13</td>
<td>11</td>
<td>6</td>
<td>8</td>
<td>40</td>
</tr>
<tr>
<td>TOTAL</td>
<td>105</td>
<td>67</td>
<td>56</td>
<td>32</td>
<td>260</td>
</tr>
</tbody>
</table>
Provide the total number of proposed participants who will receive Training, by program, by quarter and overall program year, (Regardless of Funding Source), including a breakdown of the Totals by Fund Source:

<table>
<thead>
<tr>
<th>Customer Group</th>
<th>Received Training Quarter 1</th>
<th>Received Training Quarter 2</th>
<th>Received Training Quarter 3</th>
<th>Received Training Quarter 4</th>
<th>Total Participants Received Training PY 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADULT</td>
<td>38</td>
<td>21</td>
<td>14</td>
<td>7</td>
<td>80</td>
</tr>
<tr>
<td>DISLOCATED WORKER</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>YOUTH</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL</td>
<td>47</td>
<td>27</td>
<td>16</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>of Total, # to be funded by WIOA Title I</td>
<td>47</td>
<td>27</td>
<td>16</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>of Total, # funded by other sources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Provide the total number of proposed Youth participants to receive a Work Based Learning service, by quarter and overall program year:

<table>
<thead>
<tr>
<th>By County</th>
<th>Received Youth Work Based Learning Quarter 1</th>
<th>Received Youth Work Based Learning Quarter 2</th>
<th>Received Youth Work Based Learning Quarter 3</th>
<th>Received Youth Work Based Learning Quarter 4</th>
<th>Total Received Youth Work Based Learning PY 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleton</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Hampton</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Beaufort</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
<td><strong>2</strong></td>
<td><strong>2</strong></td>
<td><strong>3</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>
Provide One Stop Operations Performance

The Proposer is required to develop and implement a system of evaluation and reporting on One Stop Operations. Summarize those goals, expected outcomes, deadlines/evaluation period, data sources and evaluation calculation specifications and definitions (exceeded, met, not met, etc.). Successful Bidders will be expected to report out to the Board/Committees throughout the contract period regarding progress towards these goals. Selected Bidders are encouraged to develop a full internal work plan with strategies, tactics, point persons, and Threats/Risk evaluations to assist with goal attainment.

<table>
<thead>
<tr>
<th>Goal #1</th>
<th>Expected Outcome</th>
<th>Deadline(s) or Evaluation Period(s)</th>
<th>Data Sources/Calculation Specifications</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Referral Process</td>
<td>High Percentage referral closed by all staff on a daily basis</td>
<td>Monthly Report</td>
<td>VOS Greeter Report</td>
<td>The percentage will be set by the One-Stop Management Team on a program year basis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #2</th>
<th>Expected Outcome</th>
<th>Deadline(s) or Evaluation Period(s)</th>
<th>Data Sources/Calculation Specifications</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Average Wait Time</td>
<td>Lower average of customers exceeding the 15-minute rule</td>
<td>Monthly Report</td>
<td>VOS Greeter Report</td>
<td>The percentage will be set by the One-Stop Management Team on a program year basis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #3</th>
<th>Expected Outcome</th>
<th>Deadline(s) or Evaluation Period(s)</th>
<th>Data Sources/Calculation Specifications</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Fairs</td>
<td>Conduct 10 Job Fairs per month</td>
<td>Monthly Report</td>
<td>VOS Greeter Report</td>
<td>The percentage will be set by the Business Service/LVER team on a program year basis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal #4</th>
<th>Expected Outcome</th>
<th>Deadline(s) or Evaluation Period(s)</th>
<th>Data Sources/Calculation Specifications</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Fairs</td>
<td>Conduct 5 Career Fairs, to include Veterans, Re-Entry and Resource Fair</td>
<td>Annually</td>
<td>Department of Employment and Workforce (DEW)</td>
<td>The percentage will be set by the Business Service/LVER team on a program year basis</td>
</tr>
</tbody>
</table>

*Duplicate as needed to capture remaining goals
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yuma Industry Private Council</td>
<td>Yuma Industry Private Council</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nidia Herrera</td>
<td>Nidia Herrera</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>$1M</td>
<td>$500,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>217</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2021-2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>NA</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>NA</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>$17.75</td>
<td>$15.69</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>75%</td>
<td>33.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>98.1%</td>
<td>35.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detroit Employment Solutions Corp. (DESC)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point of Contact Awarding Organization</td>
<td>Darilyn Draper</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>$525,000</td>
<td>$273,750</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>304</td>
<td>53</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2021-2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>98%</td>
<td>133%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>95%</td>
<td>141%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>$5622</td>
<td>$16967</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>147%</td>
<td>145%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>111%</td>
<td>137%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detroit Employment Solutions Corp. (DESC)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point of Contact Awarding Organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Darilyn Draper</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Contract Amount: $582,333, $183,333
- Number Served (Actual): 189, 42
- Program Year(s): 2020-2021
- WIOA Employment Q2 After Exit: 70.62%, NA
- WIOA Employment Q4 After Exit: 89.09%, NA
- WIOA Median Earnings Q2: $7268, NA
- WIOA Credential Attainment Rate: 175%, NA
- WIOA Measurable Skills Gain: 161%, 183%
- Other Performance (Describe):  
- Other Performance (Describe):  

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
<th>SNAP E&amp;T</th>
</tr>
</thead>
<tbody>
<tr>
<td>WDB-MOV</td>
<td>N/A</td>
<td>N/A</td>
<td>WDB-MOV</td>
<td>WDB-MOV</td>
<td></td>
</tr>
<tr>
<td>Point of Contact Awarding Organization</td>
<td>W. Monterosso</td>
<td>N/A</td>
<td>W. Monterosso</td>
<td>W. Monterosso</td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>$375,738</td>
<td>N/A</td>
<td>$161,030</td>
<td>$61,666</td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>327</td>
<td>N/A</td>
<td>102</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2021-2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>96.7%</td>
<td>N/A</td>
<td>88.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>81.4%</td>
<td>N/A</td>
<td>80.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>$7054.32</td>
<td>N/A</td>
<td>$10030.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>95.4%</td>
<td>N/A</td>
<td>85.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>178%</td>
<td>N/A</td>
<td>174%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 1 Workforce Development Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point of Contact Awarding Organization</td>
<td>Robin Morgan/ Barbara Dawes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>$1.15 mil</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>236</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2021-2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>93%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>91%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>$6,154.32</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>79%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>76%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>Region 1 Workforce Development Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Point of Contact Awarding Organization</td>
<td>Robin Morgan</td>
</tr>
<tr>
<td>Contract Amount</td>
<td>$1.2 mil</td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>210</td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2020-2021</td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>76%</td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>79%</td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>$5,516.86</td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>79%</td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>77%</td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

List experience in programs funded under WIOA, or other similar employment and training programs during the past two years. Provide the following information by dates of operation. Add additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Region Workforce</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brian Davis</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contract Amount</th>
<th>$1,060,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number Served (Actual)</td>
<td>204 (through 3rd QTR)</td>
</tr>
</tbody>
</table>

Program Year(s) 2022-2023

<table>
<thead>
<tr>
<th>WIOA Employment Q2 After Exit</th>
<th>102%</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>105%</td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>121%</td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>97%</td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>130%</td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Region Workforce</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brian Davis</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>$1,060,000.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>214</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2021-2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>107%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>127%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>95%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>76%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>107%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WRCOG</td>
<td>WRCOG</td>
<td>WRCOG</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point of Contact Awarding Organization</td>
<td>Ayla Dyer</td>
<td>Ayla Dyer</td>
<td>Ayla Dyer</td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>$1,386,379</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>435</td>
<td>169</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2021-2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>98%</td>
<td>104.5%</td>
<td>114.8%</td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>110.4%</td>
<td>108%</td>
<td>119.3%</td>
<td></td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>135.7%</td>
<td>134.8%</td>
<td>165.11%</td>
<td></td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>93.7%</td>
<td>118%</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>110.5%</td>
<td>143.2%</td>
<td>129%</td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WRCOG</td>
<td>WRCOG</td>
<td>WRCOG</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point of Contact Awarding Organization</td>
<td>Ayla Dyer</td>
<td>Ayla Dyer</td>
<td>Ayla Dyer</td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>$2,752,867</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>355</td>
<td>166</td>
<td>61</td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2020-2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>100.5%</td>
<td>100.4%</td>
<td>105.2%</td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>105.8%</td>
<td>104.3%</td>
<td>107.5%</td>
<td></td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>119.1%</td>
<td>115.8%</td>
<td>145.9%</td>
<td></td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>84.4%</td>
<td>89.7%</td>
<td>78.8%</td>
<td></td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>81.4%</td>
<td>134%</td>
<td>123.5%</td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. ADD ADDITIONAL COLUMNS OR PAGES AS NEEDED.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Point of Contact Awarding Organization</td>
<td>WPWIB</td>
<td>WPWIB</td>
<td>WPWIB</td>
<td></td>
</tr>
<tr>
<td>Tyler Freeland</td>
<td>Tyler Freeland</td>
<td>Tyler Freeland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>$1,225,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>82</td>
<td>20</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2021-2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>105.4%</td>
<td>97.4%</td>
<td>95.9%</td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>94.1%</td>
<td>108.9%</td>
<td>100.1%</td>
<td></td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>121.0%</td>
<td>69.2%</td>
<td>128.2%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$6,411.00</td>
<td>$2,077.00</td>
<td>$9,230.00</td>
<td></td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>91.1%</td>
<td>14.3%</td>
<td>94.1%</td>
<td></td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>122.7%</td>
<td>114.2%</td>
<td>122.8%</td>
<td></td>
</tr>
</tbody>
</table>

Other Performance (Describe):  
Other Performance (Describe):

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. ADD ADDITIONAL COLUMNS OR PAGES AS NEEDED.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WPWIB</td>
<td>WPWIB</td>
<td>WPWIB</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Point of Contact Awarding Organization</th>
<th>Tyler Freeland</th>
<th>Tyler Freeland</th>
<th>Tyler Freeland</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Contract Amount</th>
<th>$1,225,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number Served (Actual)</td>
<td>105</td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2020-2021</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WIOA Employment Q2 After Exit</th>
<th>101.9%</th>
<th>93.7%</th>
<th>98.5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>100.0%</td>
<td>115.8%</td>
<td>84.7%</td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>120.0%</td>
<td>103.1%</td>
<td>105.8%</td>
</tr>
<tr>
<td></td>
<td>$6,359.00</td>
<td>$3,092.00</td>
<td>$7,617.00</td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>94.7%</td>
<td>53.0%</td>
<td>104.6%</td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>110.7%</td>
<td>72.8%</td>
<td>105.3%</td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Piedmont Workforce Board</td>
<td>Western Piedmont Workforce Board</td>
<td>Western Piedmont Workforce Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charity Paterson-Hamber</td>
<td>Charity Paterson-Hamber</td>
<td>Charity Paterson-Hamber</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>605,369</td>
<td>598,073</td>
<td>457,502</td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>174</td>
<td>84</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2021-2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| WIOA Employment Q2 After Exit | 107.3 | 105.2 | 94.6 |
| WIOA Employment Q4 After Exit | 104.2 | 102.9 | 92.1 |
| WIOA Median Earnings Q2 | 134.3 | 86.8 | 116.3 |
| WIOA Credential Attainment Rate | 116.9 | 142.1 | 115.6 |
| WIOA Measurable Skills Gain | 152.4 | 148.6 | 158.4 |

Other Performance (Describe):
Other Performance (Describe):

NOTE: Experience listed above must be described in detail in the Narrative.
HISTORICAL PERFORMANCE DATA

LIST EXPERIENCE IN PROGRAMS FUNDED UNDER WIOA, OR OTHER SIMILAR EMPLOYMENT AND TRAINING PROGRAMS DURING THE PAST TWO YEARS. PROVIDE THE FOLLOWING INFORMATION BY DATES OF OPERATION. Add Additional columns or pages as needed.

<table>
<thead>
<tr>
<th>Name of Awarding Organization</th>
<th>WIOA Adult</th>
<th>WIOA Youth</th>
<th>WIOA Dislocated Worker</th>
<th>If applicable Other Employment &amp; Training (Describe)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Piedmont Workforce Board</td>
<td>Western Piedmont Workforce Board</td>
<td>Western Piedmont Workforce Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point of Contact Awarding Organization</td>
<td>Charity Paterson-Hamner</td>
<td>Charity Paterson-Hamner</td>
<td>Charity Paterson-Hamner</td>
<td></td>
</tr>
<tr>
<td>Contract Amount</td>
<td>524,509</td>
<td>535,485</td>
<td>397,717</td>
<td></td>
</tr>
<tr>
<td>Number Served (Actual)</td>
<td>174</td>
<td>84</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>Program Year(s)</td>
<td>2020-2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q2 After Exit</td>
<td>101.6</td>
<td>81.9</td>
<td>95.1</td>
<td></td>
</tr>
<tr>
<td>WIOA Employment Q4 After Exit</td>
<td>104.8</td>
<td>108.2</td>
<td>114.6</td>
<td></td>
</tr>
<tr>
<td>WIOA Median Earnings Q2</td>
<td>119.4</td>
<td>141.7</td>
<td>110.9</td>
<td></td>
</tr>
<tr>
<td>WIOA Credential Attainment Rate</td>
<td>110.3</td>
<td>120.3</td>
<td>131.8</td>
<td></td>
</tr>
<tr>
<td>WIOA Measurable Skills Gain</td>
<td>138.1</td>
<td>121.9</td>
<td>133.3</td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Performance (Describe):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Experience listed above must be described in detail in the Narrative.
ORGANIZATIONAL INFORMATION AND CERTIFICATIONS

PAGE 1 OF 2

RFP: 2022-01 – WIOA Title I Adult, Dislocated Worker, Youth Services and One Stop Operator
Area: Lowcountry

The undersigned submits a proposal to furnish services herein requested in a RFP during the contract period in accordance with the specifications and requirements described in the contract documents, which include by reference this Request for Proposal document.

Conflict of Interest. In accordance with the requirements at 2 CFR part 200.112 sub recipients must disclosed in writing any potential conflict of interest. Any potential conflict of interest must be identified in the response to this RFP. By making this offer to provide services, the Proposer warrants and represents that its offer identifies and explains any unfair competitive advantage it may have in competing for the proposed contract and any actual or potential conflicts of interest that may arise from its participation in this competition or its receipt of an award. The two underlying principles are (a) preventing the existence of conflicting roles that might bias a contractor’s judgment, (b) preventing an unfair competitive advantage. If the Proposer has an unfair competitive advantage or a conflict of interest, the LWB may withhold award. Before withholding award on these grounds, the Proposer shall be notified of the concerns and provided a reasonable opportunity to respond.

DUNS number. Sub recipient name must match DUNS number (see 2 CFR §200.32 Data Universal Numbering System (DUNS number).

Name of Organization: Ross Innovative Employment Solutions
DUNS Number 080034462
SC Employer ID Number 10531436-6
Website www.rossworks.com

1. Type of Proposal: ___Cost Reimbursement ___Fixed Price – Performance Based

2. Type of Agency:
( ) Governmental ( ) School District ( ) Accredited Training Institution
( ) Private/Non-Profit (X) Private/For-Profit ( ) Public/Non-Profit

3. The Proposer’s organization operates as:
   ___ an individual
   ___ a partnership
   ___ a public agency (specify):
   X ___ a corporation incorporated under the laws of the State of: Delaware
   ___ other (specify):

4. The Proposer certifies, as explained on the attached, that:
a. it has no outstanding liens, claims, debts, judgments or litigation pending against it which would materially affect its programming or financial abilities to implement and carry out its proposed program;
   _X_ Without Exception  ___ With Exception

b. it, as a result of a prior WIOA funded contract, has no unpaid disallowed costs;
   _X_ Without Exception  ___ With Exception

**ORGANIZATIONAL INFORMATION AND CERTIFICATIONS**

OF 2

c. it is current in its payment of applicable federal, state and local taxes (including withholding);
   _X_ Without Exception  ___ With Exception

d. it is free and clear of any questioned or excepted audited costs or management and financial practices;
   _X_ Without Exception  ___ With Exception

e. it is not currently under probation or suspension status from any regulatory agency it is governed by;
   _X_ Without Exception  ___ With Exception

f. its costs and pricing data submitted with this proposal are representative of only those reasonable, allowable, and allocable costs necessary for carrying out its proposed program;
   _X_ Without Exception  ___ With Exception

g. it understands and accepts the performance requirements of this RFP, and of WIOA and its promulgated rules and regulations;
   _X_ Without Exception  ___ With Exception

h. it has not been debarred by an action of any governmental agency;
   _X_ Without Exception  ___ With Exception

i. it is authorized to submit this proposal in accordance with the policies of its governing body;
   _X_ Without Exception  ___ With Exception

j. the information contained herein is true and correct to the best of its knowledge;
   _X_ Without Exception  ___ With Exception

k. it does not have a Conflict of Interest; and
   _X_ Without Exception  ___ With Exception

l. it has had no prior WIOA funded contract terminated for cause.
   _X_ Without Exception  ___ With Exception
(If any of the above questions are answered with exception, please explain in full on an attached sheet headed by the appropriate section requiring explanation.)

By my signature, I certify I am empowered to act on behalf of the proposing organization in submitting this proposal.

Authorized Signature

April 28, 2023
Date

Shawn Brenner, Chief Executive Officer
Print Name & Title
WORKFORCE DEVELOPMENT GRANT PROGRAM
SCHEDULE A
(Consolidated Assignment Schedule)

This schedule is to be completed if the applicant agency administers a grant project using funds assigned to more than one agency.

<table>
<thead>
<tr>
<th>Name of agency operating and administering the project:</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title of project:</td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Participating Agency</th>
<th>Amount of Assigned Funds*</th>
<th>Signature of Authorized Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| TOTAL of Assigned Funds      |                           |                                        |

* The amounts in this column must agree with the sum of the corresponding subtotals listed in the Sub-Tier categories on the Budget Summary page.
ASSURANCES (Page 1 of 2)

As the duly authorized representative of Ross Innovative Employment Solutions, I certify that we

A. Have the legal authority to apply for state assistance and the institutional, managerial, and financial capability (including funds sufficient to pay the non-state share of project costs) to ensure proper planning, management, and completion of the project described in this application.

B. Will give the Lowcountry Workforce Area (LWA) and applicable State and Federal agencies access to and the right to examine all records, books, papers, or documents related to this award and will establish a proper accounting system in accordance with generally accepted accounting principles or agency directives.
   - The applicant's accounting system must include sufficient internal controls, a clear audit trail, and written cost-allocation procedures as necessary. Financial management systems must be capable of distinguishing expenditures that are attributable to this grant from those that are not attributable to this grant. This system must be able to identify costs by programmatic year and by budget line item and to differentiate among direct, indirect, and administrative costs. In addition, the grantee must maintain adequate supporting documents for the expenditures (federal and nonfederal) and in-kind contributions, if any, that it makes under this grant. Costs must be shown in books or records (e.g., disbursements ledger, journal, payroll register) and must be supported by a source document such as a receipt, travel voucher, invoice, bill, or in-kind voucher.

C. Will approve all expenditures, document receipt of goods and services, and record payments on the applicant's accounting records prior to submission of reimbursement claims to the LWA for costs related to this grant.

D. Will initiate and complete work within the applicable time frame after receipt of approval by the LWA.

E. Will not discriminate against any individual from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of, or in connection with, any program or activity because of race, color, religion, sex (including gender identity, gender expression, and sex stereotyping), national origin, age, disability, political affiliation or belief. It is also unlawful to discriminate against any beneficiary of programs receiving money under Title I of the WIOA on the basis of citizenship/status as a lawfully admitted immigrant authorized to work in the United States or his or her participation in any program or activity receiving money from WIOA Title I. The grantee will take affirmative action to ensure that applicants for employment and the employees are treated during the period of their employment without regard to their race, color, religion, age, sex, national origin, or disability, political affiliation or belief or on the basis of citizenship/status as a lawfully admitted immigrant authorized to work in the United States.

F. Will comply with the Ethics, Government Accountability, and Campaign Reform Act (S.C. Code Ann. § 2-17-10 et seq. and § 8-13-100 et seq. (Supp. 2004)).

G. Will comply with the Drug Free Workplace Act (S.C. Code Ann. § 44-107-10 et seq. (Supp. 2004)) if the amount of this award is $50,000 or more.

H. Will fully comply with the requirements of the Workforce Innovation & Opportunity Act (WIOA), all State and Federal regulations issued pursuant to the Title V, Section 5001 of the Budget Reconciliation Act of 1997, and with its funding application as approved by the Lowcountry Workforce Board (LWB). The Proposer also agrees to conduct any and all activities under this agreement in accordance with all applicable Federal, State, Local Statutes, Rules, Regulations, Directives, Issuances and Ordinances in effect, revised, amended or promulgated during the term of this agreement, to include but not limited to the Workforce Innovation & Opportunity Act and Final Regulations, 2 CFR 200 and 2900 and Appendix.
I. The Proposer also certifies that as a condition to the award of financial assistance under WIOA from the Department of Labor, the Proposer assures, with respect to operation of the WIOA funded program or activity, and all agreements, or arrangements to carry out the WIOA funded program or activity, that it will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Innovation & Opportunity Act (WIOA), including the Nontraditional Employment for Women Act of 1991, as amended, Title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the provisions of the Uniform Relocation Assistance and Real Property Acquisition Act of 1970 (P.L. 91-646) which requires fair and equitable treatment of persons displaced as a result of Federal and federally assisted programs; the Age Discrimination Act of 1975; as amended; Title IX of the Education Amendments of 1972, as amended, imposed by or pursuant to regulation implementing those laws, including but not limited to 29 CFR part 34. The United States has the right to seek judicial enforcement of this assurance.

J. It will comply with the provisions of the Hatch Act which limit the political activity of certain State and Local Government employees.

K. For grants, sub grants, contracts, and subcontracts in excess of $100,000, or where the State has determined that orders under an indefinite quantity contract or subcontract in any year will exceed $100,000, or if a facility to be used has been the subject of a conviction under the Clean Air Act [42 U.S.C. 1857c-8(C) (1)] or the Federal Water Pollution Act [33 U.S.C. 1319(C)] and is listed by the Environmental Protection Agency (EPA) or is not otherwise exempt, the Proposer assures that: (1) no facility to be utilized in the performance of the proposed program has been listed on the EPA list of violating facilities; (2) it will notify the LWB, prior to award, of the receipt of any communication from the Director, Office of Federal Activities, U.S. Environmental Protection Agency, indicating that a facility to be utilized for the grant is under consideration to be listed on the EPA list of violating facilities; and (3) it will include substantially this assurance, including this third part, in every non-exempt sub-grant, contract, or subcontract.

L. The Proposer also certifies that all information contained herein, in this funding application is correct to the best of his/her knowledge and belief.

Ross Innovative Employment Solutions
Proposer Organization

Shawn Brenner __________________________
Name of Certifying Official

Chief Executive Officer ___________________
Title of Certifying Official

April 28, 2023 __________________________
Date
CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIER COVERED TRANSACTIONS

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS BELOW)

(1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principles are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

(2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

<table>
<thead>
<tr>
<th>Grant Number:</th>
<th>N/A</th>
<th>Name of Participant:</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address of Participant:</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shawn Brenner, CEO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name and Title of Authorized Representative</td>
<td>Signature</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April 28, 2023</td>
<td>Date</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. By signing and submitting this proposal, the prospective lower tier participant is providing the certification set out below.

2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

3. The prospective lower tier participant shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

4. The terms "covered transaction", "debarred", "suspended", "ineligible", "lower tier covered transaction", "participant", "person", "primary covered transaction", "principal", "proposal", and "voluntarily excluded", as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549.

5. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.

6. The prospective lower tier participant further agrees by submitting this proposal that it will include the clause titled “Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion -- Lower Tier Covered Transactions”, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may check the Nonprocurement List.

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
CERTIFICATION REGARDING LOBBYING
Certification for Contracts, Grants, Loans,
And Cooperative Agreements

This certification is required by the Federal Regulations Implementing Section 1352 of the
Program Fraud and Civil Remedies Act, Title 31 U.S. Code, for the Department of Agriculture (7
CFR Part 3018), Department of Labor (29 CFR Part 93), Department of Education (34 CFR Part
82), Department of Health and Human Services (45 CFR Part 93).

The undersigned certifies, to the best of their knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned,
to any person(s) for influencing or attempting to influence an officer or employee of an agency, a
Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress
in connection with the awarding of any Federal contract, the making of any Federal grant, the
making of any Federal loan, the entering into of any cooperative agreement, and the extension,
continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or
cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person(s)
for influencing or attempting to influence an officer or employee of any agency, a Member of
Congress, an officer or employee of Congress, or an employee of a Member of Congress in
connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall
complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance
with its instructions.

3. The undersigned shall require that the language of this certification be included in the award
documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under
grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose
accordingly.

This certification is a material representation of fact upon which reliance was placed when this
transaction was made or entered into. Submission of this certification is a prerequisite for making or
entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file
the required certification shall be subject to a civil penalty of not less than $10,000 and not more than
$100,000 for each such failure.

Ross Innovative Employment Solutions
Proposer Organization

Shawn Brenner
Name of Certifying Official

Chief Executive Officer
Title of Certifying Official

Signature
April 28, 2023

Date

* Note: In these instances "all", in the Final Rule is expected to be clarified to show that it applies to covered contract/grant transactions over $100,000 (per OMB).
CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS

The undersigned Proposer certifies that it will provide a drug-free workplace by:

(a) Publishing a policy statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

(b) Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the Proposer’s policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug abuse violations in the workplace;

(c) Providing each employee with a copy of the Proposer’s policy statement;

(d) Notifying the employees in the Proposer’s policy statement that as a condition of employment under this subcontract, employees shall abide by the terms of the policy statement and notifying the Proposer in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

(e) Notifying the Lowcountry Council of Governments within ten (10) days of the Proposer’s receipt of a notice of a conviction of any employee;

(f) Taking one of the following actions, within 30 days of receiving notice of an employee conviction —

   (1) Taking appropriate personnel action against an employee convicted of violating a criminal drug statute; up to and including termination; or

   (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

(g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

Signed

[Signature]

Typed Name and Title of Certification Official

Ross Innovative Employment Solutions

Organization Name

April 28, 2023

Date
CERTIFICATION FOR LEGAL AUTHORITY OF GRANTEE AND SIGNATORY

I, Shawn Brenner, do solemnly swear and certify that I, being the Chief Executive Officer for Ross Innovative Employment Solutions, have both official and personal knowledge that the above referenced Grantee has the legal authority to enter into this agreement and has the legal authority to sign and execute such an agreement on behalf of Ross Innovative Employment Solutions if such as agreement is executed.

I, Shawn Brenner, agree to submit, upon request of the Lowcountry Council of Governments (Administrative Entity/FISCAL AGENT), such information and documentation as may be necessary to verify the certification contained herein.

Signature of Signatory Authority

Signature of Certifying Official

April 28, 2023
LOWCOUNTRY COUNCIL OF GOVERNMENTS
REQUEST FOR FUNDS SIGNATORY AUTHORIZATION FORM

GRANTEE NAME: Ross Innovative Employment Solutions

ADDRESS: 301 Orchard Street, Suite 2
Saint Clair, MI 48079

NAME & TITLE (Typed): Lynn Fournier, VP, Contract Management

SIGNATURE:

The individuals whose signatures appear above are authorized to request funds for the Grantee listed above and shall be authorized until such time as written notice is submitted to LCOG of termination or change.

Approved: ____________________________  April 28, 2023
(Signatory Official) (Date)
I am a member of the Lowcountry Workforce Board and/or Committee and I am responsible for the reviewing responses to solicitations. By my signature below, I hereby certify:

(A) To the best of my knowledge and belief, no conflict of interest exists that:

(1) diminishes my capacity to impartially and objectively review the proposals submitted;
(2) has the potential to result in a biased opinion or unfair advantage; or
(3) prevents me from evaluating any proposal submitted solely on its merits and in accordance with the evaluation criteria.

(B) In determining whether any conflict of interest exists, I have considered all of the following factors that might place me in a position of conflict, actual or apparent, with the evaluation proceedings:

(1) my relationship with any potential contractor, subcontractor or direct competitor of any potential contractor under consideration by the evaluation committee;
(2) my stocks, bonds, and other financial interest or commitments;
(3) my employment and business arrangements (past, present, and under consideration); and
(4) to the extent know by me, the financial interests and employment and business arrangements of members of my immediate family.

(C) I have a continuing obligation to disclose any circumstances that may create an actual or apparent conflict of interest. If I learn of any such conflict, I will report it immediately to the Procurement Officer. I will perform no more duties related to the evaluation or proposals until I receive instruction on the matter.

(D) I have read and understand the requirements of the Ethics, Governmental Accountability, and Campaign reform Act (State Ethics Act).
http://ethics.sc.gov/RulesofConduct/Pages/RulesofConductLaw.aspx

(E) I understand that any actual or apparent conflict of interest, however innocent, may result in my removal from the evaluation committee.

(F) I have read and understand the Lowcountry Board Standards of Conduct.

In witness whereof, the undersigned has hereunto signed as of the date herein shown below.

Shawn Brenner
Name (Print)

Signature / April 28, 2023 Date
W-9 Request for Taxpayer Identification Number and Certification

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is usually your social security number (SSN). For businesses, it is usually your employer identification number (EIN). If you do not have a number, you may get a TIN later.

Part II. Certification

Under penalties of perjury, I certify that:

1. The name shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued);
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest and dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (as defined below); and
4. I am not a U.S. person (as defined below), and

The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification Instructions. You must cross out item 2 if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For rental or lease transactions, item 2 does not apply. For mortgage interest paid, calculation of amounts of accrued property, calculation of dividends, interest, or other non-interest related payments, you are not required to sign the certificate, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here

[Signature]

Date

[MM/DD/YYYY]

Part V. Certification (continued)

Purpose of Form
An individual or entity (Form W-9 recipient) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) and use it to report income paid to you, or other information returns. Exemptions or information returns include, but are not limited to, the following:

- Form 1099-INT (interest paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-NEC (miscellaneous income, prizes, awards, or gross payments)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1098-T (educational institution receipts)
- Form 1098-C (canceled debt)
- Form 1099-A (acquisition or abandonment of security)
- Form 6682 (sale of real property)
- Form 8917 (partnership or estate)

If you do not file Form W-9 with the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.
Budget Package
**WORKFORCE INNOVATION AND OPPORTUNITY ACT**
**GRANT BUDGET**

**SALARY SCHEDULE – 6/30/2023 to 6/30/2024**

WIOA 2022-01- ADY-050

**NAME OF ORGANIZATION (GRANTEE PROPOSER):** Ross Innovative Employment Solutions

<table>
<thead>
<tr>
<th>Staff Position Title (do NOT list names of staff)</th>
<th>Location /County</th>
<th>Wages per Hour (A)</th>
<th>Hours per week (B)</th>
<th>Annualized Wages (AxB/52)</th>
<th>Program Wages (C)</th>
<th>Administration Wages (D)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Director</td>
<td>All</td>
<td>$54.34</td>
<td>62</td>
<td>$23,216.66</td>
<td>$23,216.66</td>
<td></td>
</tr>
<tr>
<td>Project Director</td>
<td>All</td>
<td>$26.42</td>
<td>40</td>
<td>$52,457.80</td>
<td>$52,457.80</td>
<td></td>
</tr>
<tr>
<td>Regional One-Stop Operator</td>
<td>All</td>
<td>$26.44</td>
<td>28</td>
<td>$38,500.00</td>
<td>$38,500.00</td>
<td></td>
</tr>
<tr>
<td>Career Specialist</td>
<td>Hampton</td>
<td>$21.25</td>
<td>40</td>
<td>$44,194.18</td>
<td>$44,194.18</td>
<td></td>
</tr>
<tr>
<td>Career Specialist</td>
<td>Colleton</td>
<td>$20.19</td>
<td>40</td>
<td>$41,987.71</td>
<td>$41,987.71</td>
<td></td>
</tr>
<tr>
<td>Career Specialist</td>
<td>Beaufort</td>
<td>$19.66</td>
<td>40</td>
<td>$40,846.48</td>
<td>$40,846.48</td>
<td></td>
</tr>
<tr>
<td>Career Specialist</td>
<td>Beaufort</td>
<td>$20.76</td>
<td>40</td>
<td>$43,177.47</td>
<td>$43,177.47</td>
<td></td>
</tr>
<tr>
<td>Career Specialist*</td>
<td>Hampton</td>
<td>$19.72</td>
<td>20</td>
<td>$18,798.21</td>
<td>$18,798.21</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL**                                         |                  |                    |                   | $303,216.31             | $279,999.85       | $23,216.66               |

*11 months

Annualized Wages Total must equal PROGRAM WAGES + ADMINISTRATION WAGES (C) + (D)

---

**WORKFORCE INNOVATION AND OPPORTUNITY ACT**
**GRANT BUDGET**

**SALARY ALLOCATION SCHEDULE – 6/30/2023 to 6/30/2024**

WIOA 2022-01- ADY-050

**NAME OF ORGANIZATION (GRANTEE PROPOSER):** Ross Innovative Employment Solutions

<table>
<thead>
<tr>
<th>Staff Position Title (do NOT list names of staff)</th>
<th>Location /County</th>
<th>Annualized Wages</th>
<th>Allocation of Annualized Wages to PROGRAM ADULT</th>
<th>Allocation of Annualized Wages to PROGRAM DISLOCATED WORKER</th>
<th>Allocation of Annualized Wages to PROGRAM YOUTH</th>
<th>Allocation of Annualized Wages to ADMINISTRATION ADULT</th>
<th>Allocation of Annualized Wages to ADMINISTRATION DISLOCATED WORKER</th>
<th>Allocation of Annualized Wages to ADMINISTRATION YOUTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Director</td>
<td>All</td>
<td>$23,216.66</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Director</td>
<td>All</td>
<td>$52,457.80</td>
<td>$21,900.37</td>
<td>$10,702.46</td>
<td>$10,846.77</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional One-Stop Operator</td>
<td>All</td>
<td>$38,500.00</td>
<td>$16,079.86</td>
<td>$7,854.81</td>
<td>$14,565.33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Specialist</td>
<td>Hampton</td>
<td>$44,194.18</td>
<td>$16,458.08</td>
<td>$9,016.55</td>
<td>$16,719.55</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Specialist</td>
<td>Colleton</td>
<td>$41,987.71</td>
<td>$17,536.53</td>
<td>$8,568.38</td>
<td>$15,884.80</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Specialist</td>
<td>Beaufort</td>
<td>$40,846.48</td>
<td>$17,075.75</td>
<td>$8,341.30</td>
<td>$15,407.43</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Specialist</td>
<td>Beaufort</td>
<td>$43,177.47</td>
<td>$10,033.44</td>
<td>$8,009.12</td>
<td>$16,334.81</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Specialist</td>
<td>Hampton</td>
<td>$18,798.21</td>
<td>$7,651.23</td>
<td>$3,635.23</td>
<td>$7,111.74</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL**                                         |                  | $303,216.31      | $116,544.26                                  | $57,125.85                                              | $105,929.54                                  |                                                          |                                                          |                                               |

Ross Innovative Employment Solutions 200
## WORKFORCE INNOVATION AND OPPORTUNITY ACT

**WIOA 2022-01- ADY-OSO**

**PARTICIPANT COST SCHEDULE (ADULT + DW)**

6/30/2023 to 6/30/2024

**NAME OF ORGANIZATION (GRANTEE PROPOSER):** Ross Innovative Employment Solutions

| Total Participant Costs Adult                      | $154,381.90 (a) |
| Total Participant Costs Dislocated Worker          | $45,618.10 (b)  |
| **Grand Total Participant Costs (Adult + Dislocated Worker)** | **$200,000.00 (a) + (b) = C** |

| Total Program Costs Adult                          | $189,118.10 (d) |
| Total Program Costs Dislocated Worker              | $92,381.90 (e)  |
| **Grand Total Program Costs (Adult + Dislocated Worker)** | **$281,500.00 (d) + (e) = F** |

| **Participant Cost Rate**                          | **71.05%**      |
| *(Grand Total Participant Costs/Grand Total Program Costs (C/F))* |           |
### Workforce Innovation and Opportunity Act

#### Adult Grant Budget

6/30/2023 to 6/30/2024

**WIOA 2022-01- ADY-OSO**

**Name of Organization (Grantee Proposer):** Ross Innovative Employment Solutions

<table>
<thead>
<tr>
<th>Adult (CDFA 17.258)</th>
<th>Budget</th>
<th>% Applicable</th>
<th>Calculation Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administration</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>9,696.64</td>
<td>0.27 x Salaries</td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>2,691.54</td>
<td>0.10 x Salaries+Fringe</td>
<td></td>
</tr>
<tr>
<td>Indirect Cost</td>
<td>1,238.82</td>
<td>0.08 x Salaries+Fringe</td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit</td>
<td>991.05</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administration Sub-Total</strong></td>
<td>14,618.05</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Program**

| Salaries            | 116,944.26| 0.27 x Salaries |                     |
| Fringe Benefits     | 32,460.78 | 0.10 x Salaries+Fringe |                     |
| Indirect Cost       | 16,105.97| 0.08 x Salaries+Fringe |                     |
| Operating Expenses  | 11,654.68|              |                     |
| Profit              | 11,952.40|              |                     |
| **Total Non-Participant Costs** | 189,118.10 | 55% of TOTAL PROGRAM |                     |

**Participant Costs**

| Assessment          | # ______ @ $________/PER |                     |
| High School Equivalency | # ______ @ $________/PER |                     |
| Occ. Skills Training | 132,000.00 # 27 @ $4,888.89 /PER |                     |

**Supportive Services**

| Transportation      | 22,381.90 | # 50 @ $447.64 /PER |                     |
| Childcare           |            |                      |                     |
| Books, Suppies, Uniforms |           |                      |                     |
| Other               |            |                      |                     |
| **Total Participant Costs (a)** | 154,381.90 | 45% of TOTAL PROGRAM |                     |

**Program Sub-Total (d)**

| 343,500.00 |                     |

**Total Grant Cost**

| 358,118.06 |                     |
## WORKFORCE INNOVATION AND OPPORTUNITY ACT
### DISLOCATED WORKER GRANT BUDGET

6/30/2023 to 6/30/2024
WIOA 2022-01- ADY-OSO

**NAME OF ORGANIZATION (GRANTEE PROPOSER):** Ross Innovative Employment Solutions

<table>
<thead>
<tr>
<th>Dislocated Worker (CDFA 17.278)</th>
<th>Budget</th>
<th>% Applicable</th>
<th>Calculation Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADMINISTRATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>4,736.69</td>
<td>0.27 x Salaries</td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>1,314.79</td>
<td>0.10 x Salaries+Fringe</td>
<td></td>
</tr>
<tr>
<td>Indirect Cost</td>
<td>605.15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>-</td>
<td>0.08 x Salaries+Fringe</td>
<td></td>
</tr>
<tr>
<td>Profit</td>
<td>484.12</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administration Sub-Total</strong></td>
<td>7,140.74</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PROGRAM</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>57,125.85</td>
<td>0.27 x Salaries</td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>15,856.70</td>
<td>0.10 x Salaries+Fringe</td>
<td></td>
</tr>
<tr>
<td>Indirect Cost</td>
<td>7,867.57</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>5,693.17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit</td>
<td>5,838.60</td>
<td>0.08 x Salaries+Fringe</td>
<td></td>
</tr>
<tr>
<td><strong>Total Non-Participant Costs</strong></td>
<td>92,381.90</td>
<td>67 %</td>
<td>of TOTAL PROGRAM</td>
</tr>
</tbody>
</table>

### Participant Costs

**Assessment**

# ____ @ $ ____ /PER

**High School Equivalency**

# ____ @ $ ____ /PER

**Occ. Skills Training**

40,000.00

# ____ @ $ 5,000 /PER

**Supportive Services**

5,618.10

# ____ @ $ 280.91 /PER

**Transportation**

**Childcare**

**Books, Supplies, Uniforms**

**Other**

### Total Participant Costs (b)

45,618.10

### Program Sub-Total (e)

138,000.00

### Total Grant Cost

145,140.74
WORKFORCE INNOVATION AND OPPORTUNITY ACT

YOUTH STAFFING WORK-BASED LEARNING COST SCHEDULE
6/30/2023 to 6/30/2024

WIOA 2022-01- ADY-OSO
NAME OF ORGANIZATION (GRANTEE PROPOSER): Ross Innovative Employment Solutions

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>Of Staff Working to Develop and Manage Youth Work-Based Learning (A)</th>
<th>Balance of Youth Staff cost (B)</th>
<th>TOTAL COST (A+B, MUST MATCH TOTAL YOUTH PROGRAM BUDGET)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries*</td>
<td>32,635.02</td>
<td>79,396.21</td>
<td>112,031.23</td>
</tr>
<tr>
<td>Fringe Benefits*</td>
<td>7,364.98</td>
<td>22,038.39</td>
<td>29,403.37</td>
</tr>
<tr>
<td>TOTALS**</td>
<td>40,000.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* $40,000 is maximum allowable expenditure for Work Based Learning Front-line Youth Staff Salary & Fringe costs

As stated in TEGL No. 23-14, program expenditures on the work experience program element can be more than just wages paid to youth in work experience. Allowable expenditures beyond wages can include staff time spent identifying potential work experience opportunities, staff time working with employers to develop the work experience, staff time spent working with employers to ensure a successful work experience, staff time spent evaluating the work experience, participant work experience orientation sessions, classroom training or the required academic education component directly related to the work experience, and orientations for employers.
## WORKFORCE INNOVATION AND OPPORTUNITY ACT
### YOUTH GRANT BUDGET
6/30/2023 to 6/30/2024
WIOA 2022-01- ADY-050
NAME OF ORGANIZATION (GRANTEE PROPOSER): Ross Innovative Employment Solutions

<table>
<thead>
<tr>
<th>Youth (CDFA 17.259)</th>
<th>Budget</th>
<th>% Applicable</th>
<th>Calculation Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADMINISTRATION</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>8,783.33</td>
<td>0.27 x Salaries</td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>2,438.03</td>
<td>0.10 x Salaries + Fringe</td>
<td></td>
</tr>
<tr>
<td>Indirect Cost</td>
<td>1,122.14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit</td>
<td>897.71</td>
<td>0.08 x Salaries + Fringe</td>
<td></td>
</tr>
<tr>
<td><strong>Administration Sub-Total</strong></td>
<td><strong>13,241.21</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROGRAM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries*</td>
<td>112,031.23</td>
<td>0.27 x Salaries</td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits*</td>
<td>29,403.37</td>
<td>0.10 x Salaries + Fringe</td>
<td></td>
</tr>
<tr>
<td>Indirect Cost</td>
<td>11,199.16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>10,556.97</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit</td>
<td>8,114.77</td>
<td>0.08 x Salaries + Fringe</td>
<td></td>
</tr>
<tr>
<td><strong>Total Non-Participant Costs</strong></td>
<td><strong>171,305.49</strong></td>
<td>66%</td>
<td>of TOTAL PROGRAM</td>
</tr>
</tbody>
</table>

**DETAIL - Participant Costs**

<table>
<thead>
<tr>
<th>Supportive Services</th>
<th>3,694.51</th>
<th># 20 @ $ 184.73 /PER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Childcare</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Books, Supplies, Uniforms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth Work Experience</td>
<td>60,000.00</td>
<td># 17 @ $ 3,529.41 /PER</td>
</tr>
<tr>
<td><strong>Total Participant Costs</strong></td>
<td><strong>86,694.51</strong></td>
<td>34%</td>
</tr>
</tbody>
</table>

**Program Sub-Total**

| 258,000.00 |

**Total Grant Cost**

| 271,241.21 |

* $40,000 is maximum allowable expenditure for Work Based Learning
Front-line Youth Staff Salary & Fringe costs

Only a Total of Support Services is need for the Budget.

HOWEVER, the successful proposer will be required to track and report expenditures
by the detailed type of support services.
**WORKFORCE INNOVATION AND OPPORTUNITY ACT**

**GRAND TOTAL - ALL GRANTS (ADULT + DISLOCATED WORKER + YOUTH)**

6/30/2023 to 6/30/2024

WIOA 2022-01- ADY-OSD

NAME OF ORGANIZATION (GRANTEE PROPOSER): Ross Innovative Employment Solutions

<table>
<thead>
<tr>
<th>Total Non-Participant Costs</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADMINISTRATION</strong></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>23,216.66</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>6,444.36</td>
</tr>
<tr>
<td>Indirect Cost</td>
<td>2,966.10</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
</tr>
<tr>
<td>Profit</td>
<td>2,372.88</td>
</tr>
<tr>
<td><strong>Administration Sub-Total</strong></td>
<td>35,000.00</td>
</tr>
<tr>
<td><strong>PROGRAM</strong></td>
<td></td>
</tr>
<tr>
<td>Salaries*</td>
<td>286,101.34</td>
</tr>
<tr>
<td>Fringe Benefits*</td>
<td>77,720.85</td>
</tr>
<tr>
<td>Indirect Cost</td>
<td>35,172.70</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>27,904.82</td>
</tr>
<tr>
<td>Profit</td>
<td>25,905.78</td>
</tr>
<tr>
<td><strong>Total Non-Participant Costs</strong></td>
<td>452,805.49</td>
</tr>
</tbody>
</table>

**DETAIL - Participant Costs**

- Assessment
- High School Equivalency
- Occ. Skills Training                   | 192,000.00|
- Youth Incentives                       | 3,000.00  |
- **Supportive Services**                | 31,694.51 |
- Transportation
- Childcare
- Books, Supplies, Uniforms
- Other
- Youth Work Experience                  | 60,000.00 |
| **Total Participant Costs**             | 286,694.50|

**Program Sub-Total**                     | 739,500.00|

**Total Grant Cost**                      | 774,500.00|
Budget Narrative

Our proposed budget supports the program model based on the following:

1) All funds are allowable, cost-effective, reasonable and justifiable towards the successful operation of the One-Stop, Adult, Dislocated Worker and Youth programs.
2) Funds budgeted are in accordance with the RFP funding requirements. For the Adult and Dislocated Worker programs, $200,000 is budgeted for Participant Costs. For youth, $100,000 is budgeted for Work Experience.
3) The budgeted funds directly will directly impact performance outcomes. The majority of the funds are solely for case management and direct participant costs. Less than 10% of costs are for other operating expenses.

Staff Salaries
All project staff is allocated to this project as follows: Regional Director- 21%, Project Director 100%, 4 Career Specialists at 100% each, 1 Career Specialist at 50% for 11 months and a shared Regional One-Stop Coordinator at 70%, who is shared with the Trident region at 30%. Salaries include:

<table>
<thead>
<tr>
<th>ITEM</th>
<th>UNIT</th>
<th># UNITS</th>
<th>COST/UNIT</th>
<th>ITEMS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Director - Jody Buchholz</td>
<td>Months</td>
<td>12</td>
<td>9,418.84</td>
<td>0.21</td>
<td>23,216.67</td>
</tr>
<tr>
<td>Project Director - Stephanie Ferguson</td>
<td>Months</td>
<td>12</td>
<td>4,371.47</td>
<td>1.00</td>
<td>52,457.00</td>
</tr>
<tr>
<td>Career Specialist - Sheila Bowen</td>
<td>Months</td>
<td>12</td>
<td>3,682.85</td>
<td>1.00</td>
<td>44,194.18</td>
</tr>
<tr>
<td>Career Specialist - Latavia Gadson</td>
<td>Months</td>
<td>12</td>
<td>3,498.98</td>
<td>1.00</td>
<td>41,987.71</td>
</tr>
<tr>
<td>Career Specialist - Kelly Wright</td>
<td>Months</td>
<td>12</td>
<td>3,407.04</td>
<td>1.00</td>
<td>40,884.48</td>
</tr>
<tr>
<td>Career Specialist - Tranelce Jenkins</td>
<td>Months</td>
<td>12</td>
<td>3,596.12</td>
<td>1.00</td>
<td>43,177.47</td>
</tr>
<tr>
<td>Career Specialist - Quinlhhel Williams</td>
<td>Months</td>
<td>11</td>
<td>3,417.86</td>
<td>0.50</td>
<td>16,798.21</td>
</tr>
<tr>
<td>One-Stop Coordinator - Mark Williams</td>
<td>Months</td>
<td>12</td>
<td>4,583.33</td>
<td>0.70</td>
<td>38,500.00</td>
</tr>
</tbody>
</table>

Total Salaries: 303,216.31

Fringe Benefits
All full-time employees are eligible for health/dental/disability/life insurance after 2 months of employment and retirement benefits after 1 year of employment. We provide health insurance, dental, optical, retirement savings plan, and life insurance. A separate Workman’s Compensation Policy is under Ace American Insurance Company. Ross provides for a “flexible benefit” or “cafeteria” style benefits program under which core benefits, such as base life insurance and health insurance are provided for the employee, but additional benefits, e.g., family health insurance coverage or long-term disability insurance, may be purchased by the employee with pre-tax earnings. The projected cost for these core benefits is reflected in the budget. Ross also provides for a 401(k)-retirement program for eligible employees which Ross provides a company contribution of up to 3% of salary on an annual basis. Employees may also contribute to this retirement plan on a voluntary basis.
Operating Expenses

Cell phone- This service is needed to stay connected to funding sources, parents, community collaborators and staff. Costs are for cell phones for staff who travel across locations or make presentations or outreach.

Staff Travel- The staff is expected to travel around the county/State to visit sites, attend meetings and trainings/conferences, meet with county partners, visit families etc. The GSA reimbursable rate is 0.625. Also included are hotel stays for out of area conferences and for Regional Director supervision.

Office Supplies and Expenses- To cover the costs of office materials to support staff and participants. Training supplies cover the cost of paper, pencils, folders, manuals, assessment forms etc. directly used by the customers and based upon historical cost data.

Other: Taxes, Licenses- Costs for required business licenses and taxes.

Other: Liability Insurance- Provides for estimate of the annual cost for the additional corporate insurance coverage required for the operation of this project based upon anticipated rates charged to this program.

Staff Training/Technical Assistance Costs
Budgeted funds for staff development, such as attending state and local training and conferences, and may include Career Development Facilitator training.

Training and Supportive Services Costs

Tuition- Costs associated with Individual Training Accounts and Short-Term Training for WIOA eligible and suitable customers.

Work Experience- Work Experience wages will be approximately $12-16 per hour up depending on the job task.

Childcare- Cost of childcare-initial registration fees or first weeks of customer training or employment.

Transportation- Bus cards or GSA mileage reimbursement at a rate of $.585/mile for customer support.

Books, Fees, Testing- Cost of certification tests, books, and fees for training.

Profit

Our fee is included as allowable under the terms of this RFP. Fee is based upon total costs in each of the cost categories and is applied at the rate of 8% on staff salaries and benefits only. The fee is applied in consideration of the following based on the following:

1) The complexity of the work to be performed in effectively managing the delivery of service to participants referred by multiple contractors.

2) The risk borne by Ross which includes the financial risks incurred by Ross in managing a project customer applying for services; and

3) The quality of the offeror's record of past performance as demonstrated in the proposal narrative.

Indirect Costs
De Minimis Rate: The government rate of 10% charged includes the modified total direct costs (MTDC) base (all direct salaries and wages including participant wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first $25,000 of each sub award). MTDC excludes equipment, capital expenditures, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each sub award in excess of $25,000.)